



Cyngor Bwrdeistref Sirol  
**MERTHYR TUDFUL**  
**MERTHYR TYDFIL**  
County Borough Council

# FOCUS ON THE FUTURE

## Wellbeing in our Community

2017 - 2022



Long-term



Prevention



Integration



Collaboration



Involvement



2020/2021 Version 4

**FOCUS ON THE FUTURE**  
Wellbeing in our community

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## 1. Doing Different Things

- 1.1. Welcome to our corporate wellbeing plan "Focus on the Future: wellbeing in our community".
- 1.2. In our plan, we set out what we expect from both Councillors and officers from the Council to achieve our corporate priorities and wellbeing objectives. As stated last year this has been developed to integrate with the Cwm Taf Public Services Board's Wellbeing Plan – Our Cwm Taf.
- 1.3. As a Council, we continue to be committed to working closely with our communities to build resilience across the County Borough and bring people together. As Leader, I want to use my role to continue to build connections between people and empower community action as a way to improve wellbeing.
- 1.4. Like all public bodies, the Council is facing increasing pressures coupled with continued cuts in government funding. How we respond to these challenges can be an opportunity to do different things. As an organisation, we are acutely aware of the impact of austerity on people living and working within the County Borough. In this plan, you can now more easily identify the services we provide that contribute towards tackling poverty within our communities; a priority for us all.
- 1.5. The Council continues to offer a variety of services and activities that must be monitored to ensure they are having the desired impact. We have developed a Cabinet Forward Work Plan that links directly to this corporate wellbeing plan; further strengthening the governance arrangements supporting delivery of this Plan. Unfortunately, in light of the world wide corona virus crisis, the Cabinet Forward Work Plan will be published later in the year.
- 1.6. As Councillors, we will continue to lead community development by bringing people and communities together. We will use our own knowledge, skills and experiences to promote opportunities for community involvement to achieve positive and long lasting changes.



**Councillor Kevin O'Neill**

Leader of the Council

"I want our Councillors to be out there in our communities, working alongside our community members to make Merthyr Tydfil better."

## 2. Investing in People's Wellbeing

- 2.1. On behalf of Merthyr Tydfil County Borough Council, I am pleased to present our updated corporate wellbeing plan "Focus on the Future: wellbeing in our community". This plan sets out what we will do in our communities to deliver our corporate priorities and wellbeing objectives, and how we work to do this.
- 2.2. We must ensure the decisions we take secure sustained improvements in the wellbeing of the people who live and work in the County Borough today and in the future. In order to achieve this, I will be working to ensure the Council works smarter by using the sustainable development principle set out as part of the Wellbeing of Future Generations (Wales) Act 2015.
- 2.3. The Council's Leader has outlined the role our Councillors play as community ambassadors. All Council officers will work with Councillors and key stakeholders to review our corporate vision, ensuring it is re-focused to meet both existing and emerging needs. This will make clearer the areas where we need to work differently in order to make the further improvements and help us target our resources to focus on these.
- 2.4. The Council continues to face a number of challenges, not least having to manage the impact of the budget reductions experienced year on year. However, our communities still need to access the Council's key services.
- 2.5. We know that residents of the County Borough also face financial pressures such as the impact of benefit reform, rising housing costs and increasing energy bills amongst others. The Council provides services to help people to manage these pressures and to tackle poverty. This Plan now provides examples of how our services offer support to communities to manage these challenges.
- 2.6. Since last year, we have requested additional support from Welsh Government. This work is progressing well and we have already conducted an exercise considering capacity across the whole Council. An improvement plan is being developed that will compliment this overall corporate wellbeing plan.
- 2.7. The Council is now a leaner organisation needing to work smarter to deliver services and support to people. Working with communities and our key partners, we will continue to change and look at how we can work differently to meet the identified needs of our communities.



**Ellis Cooper**

Chief Executive MTCBC

- 2.8. The publication of this Corporate Wellbeing Plan (Focus on the Future: Wellbeing in Our Community) is made during the worldwide corona virus crisis. As such some elements may be revisited later in the year with further enhancements.

### 3. Glossary

<b>Five ways of working</b>	There are five things that public bodies need to think about to show that they can work together better, avoid repeating past mistakes and tackle some of the long-term challenges we are facing. The five things are:
<b>1- Long-term</b>	The importance of balancing short-term need or demand whilst safeguarding the ability to meet long-term needs.
<b>2 – Prevention</b>	Preventing problems occurring or getting worse may help public bodies free up resources and meet their Wellbeing Objectives.
<b>3 – Integration</b>	Considering how a public body's Wellbeing Objectives may impact on each of the Wellbeing Goals, on their Wellbeing Objectives, or on the Wellbeing Objectives of other public bodies.
<b>4 – Collaboration</b>	Acting in collaboration with any other person or different organisations that could help the public body to meet its Wellbeing Objectives.
<b>5 – Involvement</b>	The importance of involving people with an interest in achieving the Wellbeing Goals, and ensuring that those people reflect the diversity of the area which the public body serves.
<b>Wellbeing Objective</b>	The Wellbeing Objectives set out what we feel needs to happen locally to help improve wellbeing for the people of Merthyr Tydfil and achieve the national Wellbeing Goals.
<b>Wellbeing Goal</b>	The seven Wellbeing Goals show the kind of Wales we want to see. Together they provide a shared vision for the public bodies in Wales to work towards.
<b>Medium Term Financial Plan</b>	A plan to balance the financial implications of objectives and policies against constraints in resources, which provides a financial basis for decision making, to ensure financial sustainability over the medium term (five years).
<b>Poverty</b>	When a person's resources are well below what they require to meet their minimum needs.

<b>Deprivation</b>	Deprivation can be defined as a consequence of a lack of income and other resources, which cumulatively can lead to a state of poverty.
<b>Relative poverty</b>	Where a household has a low income, they have some money but not enough to afford anything above the basics.
<b>Absolute poverty</b>	Where a person does not have the minimum amount of income needed to meet the minimum requirements for one or more basic living needs over an extended period of time.
<b>Cabinet Work Plan</b>	A list of key decisions and other planned Cabinet Member decisions to be taken on behalf of the Council. The purpose of the Work Programme is to give notice of those decisions and an opportunity for consultation.
<b>Corporate Risk Register</b>	Within all large organisations, there exists risks that relate to core business functions, corporate health and strategy – these are categorised as corporate risks. The Corporate Risk Register is a log of all identified corporate risks; it is used to monitor these risks and evidence how they are being managed/mitigated.

## 4. Introduction

- 4.1. Under the Wellbeing of Future Generations (Wales) Act 2015, public bodies in Wales must work in a sustainable way to achieve the common vision to improve the economic, social, cultural and environmental wellbeing of Wales. Therefore, we need to make sure that when we make decisions, we take into account the impact they could have on the people living in Merthyr Tydfil now and in the future.
- 4.2. The Act establishes the Future Generations Commissioner for Wales, whose role is to act as a guardian for the interests of future generations in Wales, and to support the public bodies listed in the Act to work towards achieving the Wellbeing Goals.

### **Our Plan, Focus on the Future: Wellbeing in our Community**

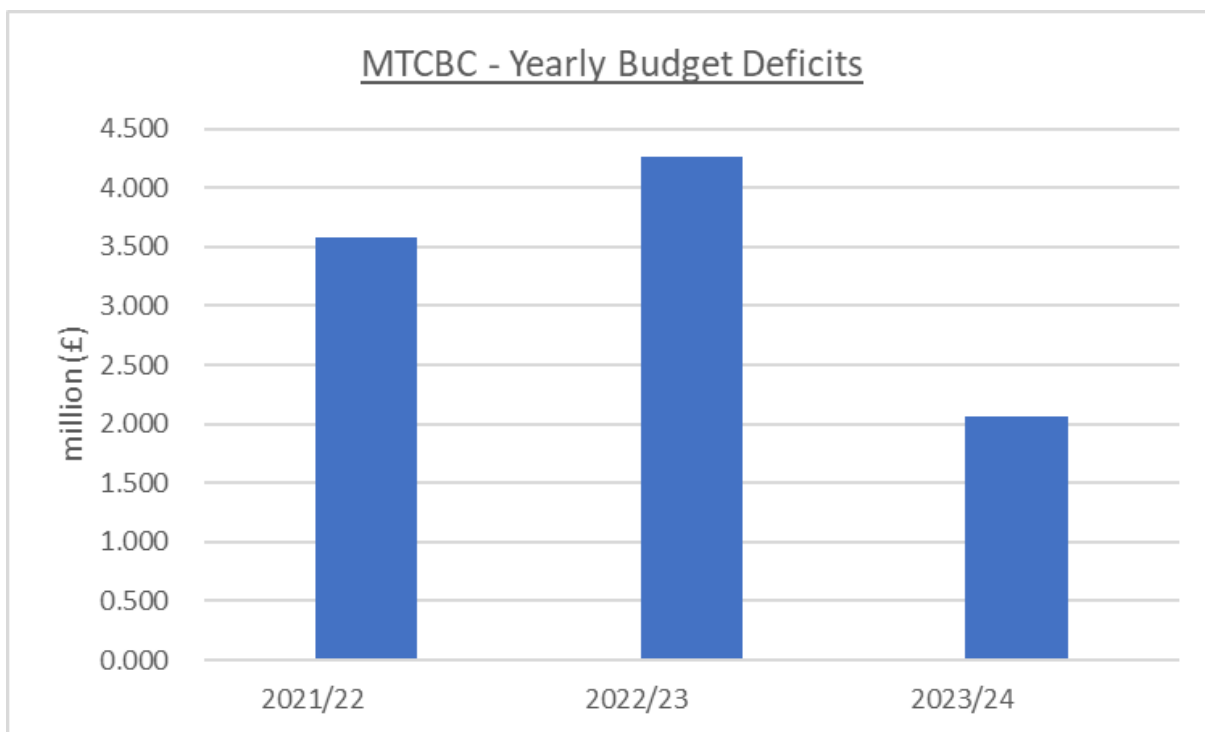
- 4.3. In our Statement of Wellbeing, we set out the scope of each Wellbeing Objective and outline why we consider that meeting the Wellbeing Objective will maximise our contribution to the achievement of the seven Wellbeing Goals.
- 4.4. In our Plan, we set out how we intend to achieve our wellbeing objectives. This includes associated priorities, details of key plans and strategies, and how the plan will be financed.
- 4.5. We review our plan annually to make certain that the key priorities, plans and strategies remain relevant and clearly aligned to our wellbeing objectives. This outlines the changes made as part of this review and the rationale. In addition, we will also publish an Annual Performance Report, which will evaluate the progress we have made.
- 4.6. Below is a simple diagram to visualise how our plan (*Focus on the Future: Wellbeing in our Community*) sits in relation to the regional work across Cwm Taf and within the Council.





## 5. Governance

- 5.1. The Council's Medium-Term Financial Plan (MTFP) outlines the budget allocation for the current year and projects future budget requirements. The Council continues to face significant budgetary challenges, with the framework for planning and managing its resources over the last five financial years having faced significant challenges. The total budgeted service savings for the 5 year period 2016/17 to 2020/21 is £13 million.
- 5.2. The graph below shows the scale of projected budget deficits over the next three years:



- 5.3. To achieve this scale of change, there has been a requirement to radically refocus and reconfigure what we do and this process has led to us to recognise that in some instances, there are some services that we can no longer deliver.
- 5.4. In order to align the Council's financial management to the corporate priorities and wellbeing objectives, we will continue to develop the prioritisation of services ensuring resources are allocated to clearly defined priority services to meet our statutory duties. At the same time we will ensure that we are delivering effective, efficient and value for money services that our citizens and customers need.
- 5.5. The work to prioritise services will be reviewed on a continuous basis to ensure the Council will be well informed in providing affordable services. This work will be completed in time for the announcement of the annual provisional Local Government Revenue and Capital Settlement.

- 5.6. This will enable the Council to align future Revenue and Capital Settlements to our priorities and objectives in the future publications of our MTFP, these will be available in March/April of each year.

### **Our Response to the Financial Challenges Moving Forward**

5.6.1 We need to continue to build on the work done to date by remaining customer-focused and financially responsible in everything that we do. Being a 'fit for purpose' Council underpins all our work and enables the delivery of our wellbeing objectives and wider corporate priorities.

5.6.2 Over the coming months and years, we will focus on the following areas to positively respond to the challenges we face:

- Transforming our services and investing in our staff
- Further strengthening and developing our partnership working
- Continue to secure investment in our communities;
- Maximising our local government financial settlements

### **MTCBC Improvement Plan (Change Plan)**

5.7. Over the last year, MTCBC has requested support from Welsh Government. This has resulted in setting up an Improvement and Assurance Board together additional expert support from Welsh Government. The improvement plan consists of three pillars, namely: Financial Sustainability; A Healthy Organisation; Quality Services. This improvement plan is in development and will support this corporate wellbeing plan.

5.8. As a Council, we will continue to enhance how key strategies and documentation integrate. As part of the Council's Improvement Plan (Change Plan) our Asset Management Plan, Commercialisation, Fees and Charges, MTFP and Corporate Risk Register will be enhanced and form part of holistic change.

### **Healthy Organisation – Including Workforce Development**

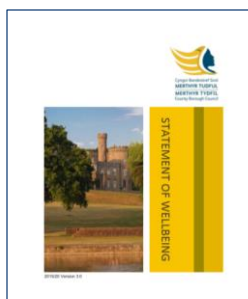
5.9 The Council has a wealth of skills and experience across its workforce, its' most valuable resource. Our employees work with partners to provide services that, first and foremost to meet people's needs. Our teams deliver against the Council's identified priorities and ambitions. We are now a leaner organisation. As a result of this, our challenges include ensuring that resources are appropriately targeted and are used to meet our priorities. This means we will undertake ongoing review in line with the challenges and change we face. The Council will continue to support its workforce to lead, deliver and respond to the challenges the Council and our communities face over the coming years. We are launching our updated personal professional development plans. As stated in the Statement of Wellbeing document, each member of staff will be able to develop and see where they fit into delivering our objectives.

## **Risk and Governance**

- 5.10 The Council maintains a Corporate Risk Register and Service Risk Registers containing details of risks approved by the corporate management team and the Cabinet and service managers respectfully. Where risks are critical and affect the whole of the Council they are captured and addressed in the Corporate Risk Register. Governance arrangements for Risk Management have been in place for several years and are embedded within Council operations. We will be strengthening this further by building mitigation actions into service plans, manager's professional development plans and the improvement plan. Risk scores have increased across several of our corporate risks. This approach is aimed to reduce the risk scores by prevention and continuous improvement.
- 5.11 Risks are regularly reviewed through the audit and scrutiny structure together with professional structures; with the Council's Cabinet reviewing risks on a quarterly basis. The Audit Committee has a specific responsibility to test the appropriateness of the systems that underpin risk management activity. The systems of governance comply with the Chartered Institute of Public Finance and Accounts framework.

## Key Governance Tools and Processes

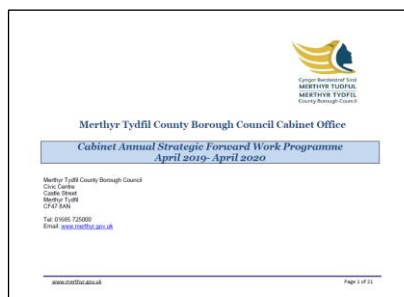
To deliver the required change effectively and in a standardised way, the Council uses its key governance checkpoints, systems, processes and tools. Key governance arrangements are outlined in the diagram below.



Statement of Wellbeing



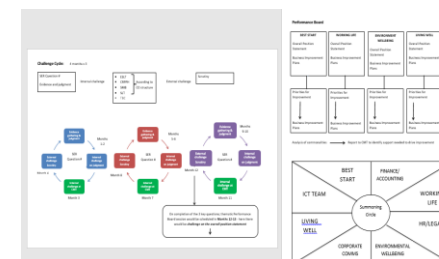
Our Corporate Wellbeing Plan



Cabinet Forward Work Plan



Scrutiny Programme



Corporate Self-Evaluation Process



Meetings of Full Council



Cabinet Meetings



Audit Committee / Budget Board



Change & Wellbeing Steering Group

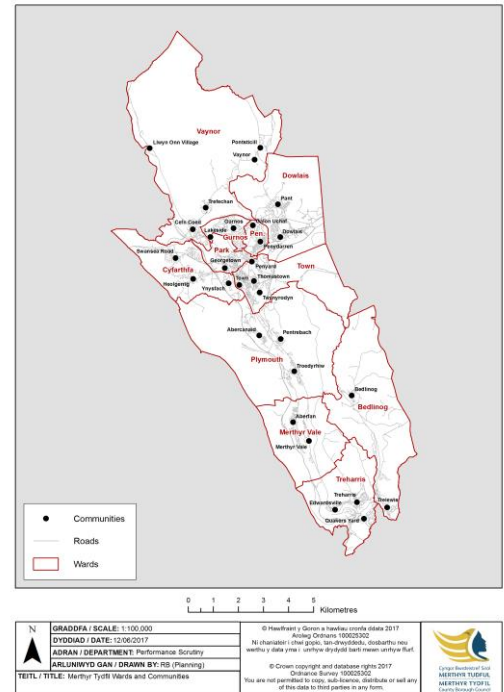


Cwm Taf Public Services Board (PSB) Wellbeing Plan

Additional governance requirements are placed upon the Council by external regulators and inspectors. These include, but are not limited to: Wales Audit Office; ESTYN; Care Inspectorate Wales; Welsh Government. The Council will continue to positively engage with these regulatory bodies as required.

## 6. Involving Our Communities

- 6.1. There are eleven Electoral Divisions (wards) in Merthyr Tydfil, represented by 33 Ward Councillors. Councillors play a leadership role as community ambassadors, helping provide community intelligence and helping empower local people to improve their communities through the provision of advice, guidance and practical support.
- 6.2. The Wellbeing of Future Generations (Wales) Act 2015 requires a more 'active' level of community involvement in order to achieve outcomes. As a Council, this means that we need to involve our communities in the planning and designing of services, together with involving communities in understanding how they will be affected.

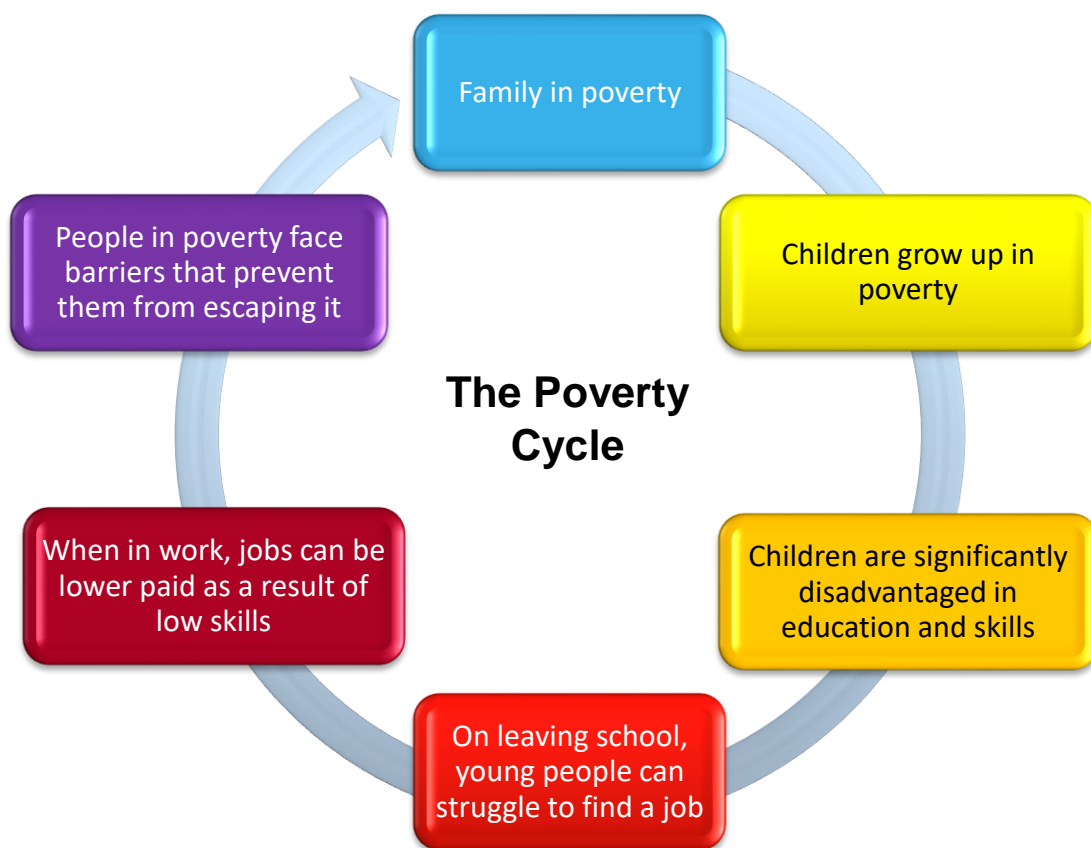


### Developing Community Action

- 6.3. We will continue to provide support to our Councillors so they can carry out community-based work where it is required. We will continue to seek opportunities where Councillors will support community-led initiatives. You will find numerous examples of community group work that has taken place throughout the County Borough by visiting our [‘Contact Magazine’](#) web page.
- 6.4. A number of community collaborative activities are already under development for the coming year. These include:
  - The ongoing development of activities within the Cyfarthfa Heritage Area;
  - Involvement in community meetings and events such as the 50+ Forum, community carnivals and networking events;
  - Working with communities and key partner organisations such as Keep Wales Tidy to complete community clean-ups.



















## 7. Focus on ... Tackling Poverty

- 7.1 The causes and consequences of poverty are multiple and complex. Though the proportion of households living in income poverty in Wales has fallen over the last 20 years, poverty levels in Wales still remain stubbornly above the other UK home nations (England, Scotland and Northern Ireland); with forecasts produced by the Institute of Fiscal Studies on poverty predicting that the situation is currently not set to improve.
- 7.2 The levels of all individuals living in **relative poverty** in Wales stands at 24%, whereas the levels of **absolute poverty** is only marginally below this (22%). In Merthyr Tydfil, there remains high economic inactivity rates; unemployment rates remaining above the Welsh average. Latest data shows the average gross weekly earnings in Merthyr Tydfil is approximately £70 below the Welsh average, which currently stands at £535.00.
- 7.3 Evidence suggests there is a cycle of poverty, which can often be difficult to escape.













- 7.4 The Council will continue to ensure services consider how we can tackle poverty to reduce its impact our communities. The Council currently delivers a raft of services in partnership with other organisations that help to do this (see the table below). For more information on the services, programmes or projects, click the logo or button.

Service/ Programme/ Project	What type of help is available?	Want more information?	Where does this help tackle poverty?
Flying Start	<p>This programme's aim is to provide children aged 0-4 with the best possible 'flying start' to life, also offering targeted advice, support and guidance to the wider family</p> <p>Services offered include</p> <ul style="list-style-type: none"> <li>Funded quality, part-time childcare for 2-3-year-olds</li> <li>An enhanced Health Visiting &amp; Midwifery service</li> <li>Access to Parenting Programmes</li> <li>Support for Early Language Development</li> <li>Family Support services</li> </ul>		<div> ✓</div> <div> ✓</div> <div> ✓</div>
MIA (Multiple Intervention Assistance)	<p>Also known as Team Around the Family (TAF); MIA is a Families First programme that's available to families in Merthyr Tydfil with children aged 0-18 years who need additional, multiple support services. Support can include:</p> <ul style="list-style-type: none"> <li>Education</li> <li>Parenting</li> <li>Housing</li> <li>Children's behaviour</li> <li>Finance</li> <li>Health and well-being</li> </ul>		<div> ✓</div> <div> ✓</div> <div> ✓</div>
Education services	<p>The Council has a wide range of services that offer support children, young people and their families to navigate through the complete educational journey, from the early years through to post-16. These services seek to provide children and young people with the skills and attributes to help them improve their own lives. Support offered includes:</p> <ul style="list-style-type: none"> <li>Early years and childcare</li> <li>Additional Learning Needs</li> <li>Breakfast clubs and school dinners</li> <li>Parenting</li> <li>Homework clubs</li> <li>Behaviour development</li> </ul>		<div> ✓</div> <div> ✓</div> <div> ✓</div> <div> ✓</div>

Service/ Programme/ Project	What type of help is available?	Want more information?	Where does this help tackle poverty?
Employability Services	<p>Many people who are unemployed face greater barriers than others when it comes to getting into and moving forward in the world of work. Employability services enable people to work towards or get into employment, to stay in employment, and to move on in the workplace. Many are outside the labour market and the cause for this can often be quite complex (e.g.) low confidence/self-esteem; gaps in their CV or lack of references; out of date core skills etc. Practical support available includes:</p> <ul style="list-style-type: none"> <li>Confidence building</li> <li>One-to-one support</li> <li>Help and advice on childcare, travel and care responsibilities</li> <li>FREE training to secure qualifications employers' value (e.g.) food hygiene; first aid; manual handling etc.</li> <li>Work-specific training (e.g.) CSCS cards; fork-lift training; SIA etc.</li> <li>Help in your job search (e.g.) on-line job searches; job applications; etc.</li> </ul>	    	 ✓  ✓  ✓  ✓  ✓  ✓
Revenues and Benefits	<p>The Council offers advice and guidance around a range of benefits and grants which can be accessed either directly from the Council, or which are available through other agencies or organisations. Some of the areas where advice is available include:</p> <ul style="list-style-type: none"> <li>Council Tax Reduction</li> <li>Housing benefit</li> <li>Community grants</li> <li>Houses to homes</li> <li>Free school meals</li> <li>Education Maintenance Allowance (EMA)</li> <li>Discretionary housing payments</li> <li>School clothing grants</li> </ul>		 ✓  ✓  ✓  ✓  ✓
Energy efficiency advice	<p>The Council can offer advice and assistance around energy efficiency in a number of ways (e.g.) Council officers are happy to discuss the Standard Assessment Process (SAP) to help calculate the energy efficiency rating of buildings; and the Simplified Energy Building Model (SBEM) connected the energy performance of buildings – this is required as part of the planning regulations.</p>		 ✓  ✓



Service/ Programme/ Project	What type of help is available?	Want more information?	Where does this help tackle poverty?
Housing & Housing Support Grant	<p>The Housing Support Grant Programme commissions housing-related support services for people in housing need. These services help improve people's health, give vulnerable people better access to services and helps people achieve genuine independence, choice and control over their lives by empowering people to live more independently. A wide range of support can be provided, including:</p> <ul style="list-style-type: none"> <li>Assistance to ensure safety and securing of properties</li> <li>Assistance to use household appliances safely</li> <li>Assistance to control access to the property</li> <li>Assistance to arrange for the servicing/repair of appliances</li> <li>Arranging housing adaptations to cope with disability</li> <li>Assistance to budget, maximise income and manage finance</li> <li>Assistance to organise access to get professional help (e.g.) GP; community services</li> </ul>		<div> ✓</div> <div> ✓</div> <div> ✓</div> <div> ✓</div>
Parks and Green/ Open Spaces	<p>Parks and quality green/open spaces offer opportunities for everyone to access a place where they can walk, play and relax – these facilities are accessible at no cost. There are five Borough Parks:</p> <ul style="list-style-type: none"> <li>Cyfarthfa Park;</li> <li>Thomastown Park;</li> <li>Troedyrhiw Park</li> <li>Treharris Park</li> <li>Trelewis Park</li> </ul> <p>A Borough Park has a playground or playgrounds, it might have a bowling green and tennis courts; and may have a kickabout area or playing fields, formal flowerbeds and a hard landscape feature such as a bandstand or fountain. It will cater for a wide range of interests. It will be closed each night at a pre-determined time.</p> <p>There are also six community parks. These parks are less formal than a Borough Park; they are basically a place where people can just go and sit to relax or where children can play on the grass and will have benches and litter bins and receive daily maintenance.</p>		<div> ✓</div> <div> ✓</div> <div> ✓</div> <div> ✓</div>

These are some examples of the type of the support Council services offer – to find out about other support available, please visit our [website](#).

7.5 To support people to more clearly identify where Council services support the tackling poverty agenda, we have developed a button which will appear every time services or activity contribute to the Council's efforts to support people.



## 8. Focus on the Future – The journey to date

You can rest on some of these images to receive further information on these steps where available

2015-2016



The Wellbeing of Future Generations Act (Wales) 2015 receives Royal Assent.

2016-2017



A Population Assessment is jointly undertaken to identify community needs across Cwm Taf



Councillors and officers work together to build the Corporate Wellbeing Plan



The Corporate Wellbeing Plan – Focus on the Future: wellbeing in our community receives Council approval

2017-2018



The Council begins to deliver activities/services to make progress against its corporate priorities and wellbeing objectives

2018-2019



The Council's scrutiny function reviews and scrutinises the Annual Scrutiny Report – a backward looking report demonstrating performance and impact made through the first year of delivery of Focus on the Future



The Public Services Board produces its' first Wellbeing Plan 'Our Cwm Taf'



Working Better Together

With more integrated objectives; and using lessons learned throughout Year One; the Council uses the five ways of working with a view to further maximising their impact on its outcomes



At the end of Year One, we reviewed and refocused; the nine objectives initially set within the Plan reduce to four in readiness for Year Two of delivery



Throughout the first year of delivery, the Council's scrutiny committees consistently reviewed progress against the Plan, providing challenge and feedback.

2019-2020



At the end of Year Two, we reviewed and refocused the Plan; now more explicitly showing our changed approach using the five ways of working (e.g.) more integrated service delivery; collaborative working



Re-introduce corporate self-evaluation process to support status review, acknowledgement of good practice; and identification of areas for development and priorities for improvement



Following an examination visit; Wales Audit Office produce a report on the Council's use of the 5 ways of working. The report shows good progress and proposing actions for future improvements



The Council's DRAFT Tackling Poverty strategy is under development and officers explores the opportunities to integrate this into its' Corporate Plan to maximise and reinforce delivery opportunities across the organisation

Looking forward to 2020-21

TO DO LIST

- ☐ Continue self-evaluation
- ☐ Explore tackling poverty further
- ☐ Refresh/refocus/review Corp Plan
- ☐ Develop 5 ways of working methods
- ☐ Review and improve governance

## 9. Wellbeing Objectives

- 9.1. The Wellbeing of Future Generations (Wales) Act 2015 requires public bodies to work better with each other and communities through involvement and by taking a collaborative approach. This is increasingly important to meet the challenges we face.
- 9.2. In order to set our wellbeing objectives, we contributed to the development of a joint needs assessment across Cwm Taf<sup>1</sup>. This was carried out to inform the development of the Statement of Wellbeing and subsequently led to the development of the Council's wellbeing objectives. The four themes and objectives presented in the 2019 / 2020 iteration of the Plan remain unchanged for 2020 / 2021.
- 9.3. Merthyr Tydfil County Borough Council's wellbeing themes and objectives are listed below:

<b>Wellbeing Theme</b>	<b>Best Start to Life (also referred to as BS)</b>
<b>Wellbeing Objective</b>	Children and young people get the best start to life and are equipped with the skills they need to be successful learners and confident individuals
<b>Wellbeing Theme</b>	<b>Working Life (also referred to as WL)</b>
<b>Wellbeing Objective</b>	People feel supported to develop the skills required to meet the needs of businesses, with a developing, safe infrastructure which makes Merthyr Tydfil an attractive destination
<b>Wellbeing Theme</b>	<b>Environmental Wellbeing (also referred to as EW)</b>
<b>Wellbeing Objective</b>	Communities protect, enhance and promote our environment and countryside
<b>Wellbeing Theme</b>	<b>Living Well (also referred to as LW)</b>
<b>Wellbeing Objective</b>	People are empowered to live independently within their communities, where they are safe and enjoy good physical and mental health

- 8.4 In this plan, we set out the steps that we will take to ensure that we maximise our contribution to the corporate priorities and wellbeing objectives. This plan will focus on what is being done to achieve the Wellbeing Objectives, including key corporate priorities and associated plans and strategies.

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<sup>1</sup> You can read the [population wellbeing assessments](#) and the [well-being assessments](#) on the [Our Cwm Taf](#) website.

- 8.5 Since developing the Plan, our Chief Officers have worked with their teams and with each other to refocus their strategies, not only to achieve their service priorities and deliver the Council's wellbeing objectives, but also to be better informed when designing affordable services. The five ways of working are the basis for doing different things (and doing things differently). An easy to understand 'Strategy on a Page' (SOAPs) has been developed for each wellbeing objective. These are considered by all teams as they complete the corporate self-evaluation process: the primary vehicle used to reflect on whether we are making a difference. Please visit the '[Statement of Wellbeing](#)' page on our website where you will find the latest Strategies on a Page.
- 8.6 As with previous years, we are continuing to learn lessons and further strengthen delivery in line with our agreed outcomes. There are a number of examples of how we will do this:
- integrated scrutiny committee workshops to 'deep dive' into certain topics;
  - collaborative working groups to explore opportunities for joint planning and service delivery with both internal and external partners; and
  - cross-service critical challenge sessions to 'test' and explore ideas, key findings of activities and to share lessons learned more widely.
- 8.7 The Council's Improvement Plan (Change Plan) is being developed and will serve to further enhance our governance arrangements and how we operate. This plan will be developed to fit alongside this document and help us deliver our priorities.
- 8.8 By refocusing our strategies, we can confirm priorities and align resources accordingly. Resources can also be better aligned to cross-cutting projects and as such, work to enhance delivery through the five ways of working.
- 8.9 The tables in the sections below outline the service areas from across MTCBC that collaborate to deliver the wellbeing objectives and corporate priorities. In order to develop greater awareness and understanding of the changes taking place, and to enable staff and partners to identify how they work they fit into the bigger picture, we developed a 'Shared Vision' document which connects not only the Council's priorities, but also those of the Cwm Taf Public Services Board and the Cabinet's priorities. You will find our current Shared Vision document on the next page.
- 8.10 Additionally, the Council's staff performance-appraisal process has been reviewed to ensure connections to the wellbeing objectives and five ways of working are clearer. This forms part of the 'golden thread' linking our vision, corporate priorities, wellbeing objectives, team aims and personal goals.

## OUR SHARED VISION

**"ACTING TODAY FOR A BETTER TOMORROW"**

*The Wales we want:*

<b>A prosperous Wales</b>	<b>A resilient Wales</b>	<b>A healthier Wales</b>	<b>A more equal Wales</b>	<b>A Wales of cohesive communities</b>	<b>A Wales of vibrant culture and thriving Welsh language</b>	<b>A globally responsible Wales</b>
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*The shared vision for Merthyr Tydfil to get there:*

To strengthen Merthyr Tydfil's position as the regional centre for the Heads of the Valleys, and be a place to be proud of where:

People learn and develop skills to fulfil their ambitions,  
People live, work, have a safe, healthy and fulfilled life,  
People visit, enjoy and return

*How will Merthyr Tydfil CBC work?*



Long Term



Prevention



Integration



Involvement



Collaboration

*How will we work together to deliver the Our Shared Vision and achieve our goals?*

Focus on the Future	PSB Wellbeing Plan	Political Priorities
<b>Best Start to Life</b> Children and young people have the best start to life and are equipped with the skills they need to be successful learners and confident individuals.	<b>Community Resilience and Wellbeing</b> To promote safe, confident, strong and thriving communities improving the wellbeing of residents and visitors and building on our community assets.	We will look after all our citizens by providing an affordable quality education and social care enabling everybody to lead their lives to their full potential.
<b>Working Life</b> People feel supported to develop the skills required to meet the needs of businesses with a developing, safe infrastructure making Merthyr Tydfil as an attractive destination.	<b>Lifestyles, health and vulnerability</b> To help people live long and healthy lives and overcome any challenges.	We will encourage active lifestyles and promote wellbeing.
<b>Environmental Wellbeing</b> Communities protect, enhance and promote our environment and countryside.	<b>Economy and Infrastructure</b> To grow a strong local economy with sustainable transport that attracts people to live, work and play in Cwm Taf.	We will support a strong, sustainable, diverse and successful environment and economy.
<b>Living Well</b> People are empowered to live independently within their communities, where they are safe and enjoy good physical and mental health.	<b>Tackling loneliness and isolation (Cross cutting objective)</b> We will work in new ways to channel the undoubted strengths of our communities, including volunteers to tackle more effectively the loneliness and isolation which often exists within many of them.	

*Merthyr Tydfil ... a place to be proud of  
Merthyr Tydfil County Borough Council*

# 10. Contribution of our Wellbeing Objectives to the Wellbeing Goals

10.1. The seven Wellbeing Goals<sup>2</sup> show the kind of Wales we want to see. Together they provide a shared vision for the public bodies of Wales to work towards. The chart below provides a brief summary of where our Wellbeing Objectives primarily align to the Wellbeing Goals.

Wellbeing Goal
A prosperous Wales
A resilient Wales
A healthier Wales
A more equal Wales
A Wales of cohesive communities
A Wales of vibrant culture and thriving Welsh language
A globally responsible Wales

9.2 When developing this document, the initial planned response to the national wellbeing goals was mapped out. We are now at the half-way point of delivery in relation to this Plan. We have reviewed our current contribution to the wellbeing goals to identify whether, by doing different things, we are now able to show a larger contribution to the national wellbeing goals.

Wellbeing Objective	Contributions to Wellbeing Goals at 2017							Contributions to Wellbeing Goals at 2020						
Best Start to Life	Yellow	White	Red	Red	White	White	Blue	Yellow	Orange	Red	Red	White	Blue	Blue
Working Life	Yellow	Orange	White	Red	Blue	Blue	Blue	Yellow	Orange	Red	Red	Blue	Blue	Blue
Environmental Wellbeing	Yellow	Orange	White	White	Blue	Blue	Blue	Yellow	Orange	Red	Red	Blue	Blue	Blue
Living Well	White	White	Red	Red	Blue	White	Blue	White	Orange	Red	Red	Blue	White	Blue

9.3 Through reflection and evaluation, we have identified many examples of how our contributions have developed as a consequence of us working in different ways. Our [Annual Performance Reports](#) offer examples of how we have done this.

<sup>2</sup> You can find out more information on the Act and Wellbeing Goals in this [Guide](#).



## 11. Best Start Objective: Children and young people get the best start to life and are equipped with the skills they need to be successful learners and confident individuals

*The priority for this objective is to secure improvements in the educational outcomes of children and young people.*

Examples of contributors to this wellbeing objective		
<b><u>Council Service Areas</u></b>		
<ul style="list-style-type: none"> <li>• Raising Standards</li> <li>• School Improvement</li> <li>• Additional Learning Needs</li> <li>• Early Years</li> <li>• Safeguarding team</li> <li>• Waste Department</li> <li>• Licensing/ school transport</li> <li>• Equalities</li> <li>• English as an Additional Language (EAL)</li> </ul>	<ul style="list-style-type: none"> <li>• Adult Community Learning</li> <li>• Youth Services</li> <li>• Inclusion and Wellbeing</li> <li>• School Planning and Support Resources</li> <li>• NEETs team</li> <li>• Estates Department</li> <li>• HR</li> <li>• Road Safety and Traffic Management</li> <li>• Music Department</li> </ul>	<ul style="list-style-type: none"> <li>• Employability programmes</li> <li>• Parks department</li> <li>• Children Looked After team</li> <li>• Sports Development, Heritage and Culture team</li> <li>• Parenting team</li> <li>• MIA/ Team Around the Family</li> <li>• Rights of Way/ Active Travel</li> <li>• Welsh Language</li> <li>• ICT/ Schools ICT</li> </ul>
<b><u>Other Contributors</u></b>		
<ul style="list-style-type: none"> <li>• Headteachers and teachers</li> <li>• ESTYN</li> <li>• Cwm Taf Morgannwg Health Board</li> <li>• Fire and Rescue Service</li> <li>• Leisure Trust</li> <li>• Examining bodies (WJEC)</li> </ul>	<ul style="list-style-type: none"> <li>• School Governors</li> <li>• Other Local Authorities</li> <li>• Merthyr Tydfil College</li> <li>• Educational consultants</li> <li>• Universities</li> </ul>	<ul style="list-style-type: none"> <li>• Central South Consortium</li> <li>• Merthyr Tydfil Borough Wide Youth Forum (MTBWYF)</li> <li>• Welsh Government</li> <li>• Outdoor pursuit e.g. Rock U.K.</li> <li>• Duke of Edinburgh</li> </ul>

- 11.1. This wellbeing objective offers a holistic and sustainable approach to meeting the wellbeing needs of children and young people. While this approach is important for all children, it will particularly benefit children who face disadvantage or have a high risk of poor outcomes later in life.
- 11.2. Education is one of the clearest predictors of life outcomes, such as employment, income and social status, and is a predictor of attitudes and wellbeing. The objective integrates the complete educational journey, from the early years through to compulsory years, and post-16 and seeks to provide children and young people with the skills and attributes to help them improve their own lives.



11.3. The key outcomes that Best Start to Life wants to achieve are:

- Children live in a nurturing and stimulating home environment;
- Children have access to high quality pre-school and school education;
- Improve the educational outcomes for all children and young people; and
- Children and young people have good health and emotional wellbeing.

11.4. We will deliver these outcomes through refreshing our key strategy Raising Standards and by focusing on addressing our key priorities for improvement:



Raise standards of education across all steps



Tackling and reducing persistent absenteeism



Improving the quality of leadership in schools



Meeting the needs of our vulnerable learners



Improve pupil emotional wellbeing



Enhancing the effective use of data to inform targeting of resources delivering better outcomes

### How will we know if things are getting better?

11.5. Each objective uses a consistent performance management framework which is captured on a resource known as SOAP – Strategy On A Page. This document identifies the wellbeing objective, outcomes and key performance indicators and forms the basis of self-evaluation and the departments Business Improvement Plans.

We will know things are better when:

- Outcomes and educational standards for learners and groups of learners improve;
- Early language development of children improves;
- The health and emotional wellbeing of children and young people improves; and
- The resilience among families in receipt of support improves.

## How does the 'Best Start to Life' theme support the achievement of wider priorities?

### Focus on the Future

#### Working Life

- Supporting children and young people to attain higher skills supports a more skilled labour market
- Schools introduce children and young people to the concept of place, and help broaden their understanding of their heritage and culture

#### Environmental Wellbeing

- Awareness raising in relation to the need to ensure they recycle materials
- Provision and upkeep of green spaces which can be used by children, young people and their families free of charge

#### Living Well

- Better qualified young people have a wide choice of options regarding work; well paid work can lead to an improvement in their chances to live independently
- Best Start practitioners work closely with the Sports Development Team to ensure equality of access to activities, supporting improved mental wellbeing

### PSB Wellbeing Plan

#### Community Resilience and Wellbeing

- Schools provide a learning environment and provide support around skills development to enable children and young people to be more self-reliant/ resilient

#### Lifestyles, Health and Vulnerability

- Schools provide opportunities for young people to learn about different types of sports and activities, supporting improved health and lifestyles choices

#### Economy and Infrastructure

- The Best Start scheme aims to raise aspirations among young people; and make them aware of career options and the path they need to take to improve their chances to achieve their goals

#### Tackling Loneliness and Isolation

- Schools and youth clubs offer opportunities for children and young people to make and maintain connections outside the school environment

### Political Priorities

**Look after our citizens by providing affordable, quality education and social care enabling everyone to lead their lives to their full potential**

- Supporting children and young people to attain higher skills supports a more skilled labour market. This can lead to an improvement in the chances of young people taking their place in society and living independently
- Through offering the Best Start to Life, children and young people are less likely to seek/need support from social care services

#### Encourage active lifestyles and promote wellbeing

- Schools provide opportunities for young people to learn about different types of sports and activities, supporting improved health and lifestyles choices.

#### Support strong, sustainable, diverse and successful environment and economy

- Supporting children and young people to attain higher skills supports a more skilled labour market
- Awareness raising in relation to the need to ensure they recycle materials
- Provision and upkeep of green spaces which can be used by children, young people and their families free of charge

**12. Working Life Objective: People feel supported to develop the skills required to meet the needs of businesses, with a developing, safe infrastructure making Merthyr Tydfil an attractive destination**

*The priority for this objective is developing the environment and infrastructure for business to flourish*

<b>Examples of contributors to this wellbeing objective</b>		
<b><u>Council Service Areas</u></b>		
<ul style="list-style-type: none"> <li>• Employability and Skills programmes</li> <li>• Strategic Regeneration</li> <li>• European and External Funding</li> <li>• Licensing</li> <li>• Housing and Housing Support Grant</li> <li>• Estates</li> </ul>	<ul style="list-style-type: none"> <li>• Business Support and Inward Investment</li> <li>• Strategic Infrastructure</li> <li>• Environmental Health</li> <li>• Community Safety</li> <li>• Planning department</li> <li>• Education department</li> </ul>	<ul style="list-style-type: none"> <li>• Heritage and Cultural Assets</li> <li>• Destination Management team</li> <li>• Trading Standards team</li> <li>• Transport</li> <li>• Countryside, Parks and Biodiversity</li> <li>• Education (Learning)</li> </ul>
<b><u>Other Contributors</u></b>		
<ul style="list-style-type: none"> <li>• Tydfil Training</li> <li>• Heritage Lottery Fund</li> <li>• Rent Smart Wales</li> <li>• Valleys Task Force</li> <li>• South Wales Police</li> <li>• Other local authorities</li> <li>• Tydfil Training Consortium</li> <li>• British Gas</li> <li>• Taf Bargoed Regeneration Partnership</li> <li>• Merthyr Tydfil Housing Association</li> <li>• Ffos y Fran</li> <li>• Bevan Foundation</li> <li>• Welsh Food Microbiological Forum</li> </ul>	<ul style="list-style-type: none"> <li>• The College, Merthyr Tydfil</li> <li>• Merthyr Tydfil Leisure Trust</li> <li>• UK Border Force</li> <li>• Merthyr Tydfil Enterprise Centre (MTEC)</li> <li>• Canolfan Soar</li> <li>• Welsh Food Law Enforcement Liaison Committee</li> <li>• Adref</li> <li>• Penydarren &amp; Girls Club</li> <li>• BAWSO</li> <li>• Cwm Taf Morgannwg Health Board</li> <li>• National Probation Service</li> <li>• Community Occupational Health Teams</li> <li>• Llamau</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Work &amp; Pensions</li> <li>• Careers Wales</li> <li>• Citizen's Advice Bureau</li> <li>• Food Standards Agency</li> <li>• Business Wales</li> <li>• The College, Merthyr Tydfil</li> <li>• Bike Parc Wales</li> <li>• Town Centre Partnership</li> <li>• Merthyr Valley Homes</li> <li>• The Roost, Troedyrhiw</li> <li>• Welsh Heads of Trading Standards (WHoTS)</li> <li>• Merthyr &amp; the Valleys MIND</li> <li>• Alzheimer's Society</li> </ul>

- 12.1. This wellbeing objective offers a holistic and collaborative approach to reducing social disadvantage by supporting the continued development of the local economy; sustaining and improving communities' awareness of opportunities open to them whilst offering advice and support on how to access these.
- 12.2. Evidence suggests personal wellbeing and material wellbeing are not separate: they are linked, with personal freedoms and fulfilment very much reflecting people's resources". By

developing a skilled and well-educated population in an economy, both wealth and employment opportunities are created, allowing people to take advantage of these by being supported to secure fair work. The provision of enabling services such as improved, connected public transport will help this to be achieved.

12.3. The key outcomes Working Life wants to achieve are:

- Merthyr Tydfil realises its full economic potential, with a skilled workforce and better employment opportunities;
- People value and enjoy the built and natural environment, protecting and enhancing our cultural assets for current and future generations; and
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

12.4. We will deliver these outcomes through activities in response to our key strategy, the Economic Growth Strategy, and by addressing our key priorities for improvement:



Improve access and uptake of learning leading to an increase in the number of residents with qualifications;



Increase the number of local people gaining access to; securing and sustaining employment, improving the availability of labour supply to the local market;



Increase the proportion of new and surviving businesses including social enterprises;



Increase business sector productivity;



Support suitable tourism, leisure and recreational developments making best use of our natural environment and heritage/cultural assets;



Increase opportunities for sustainable and renewable housing, and renewable energy developments;



Create sustainable communities with a strong sense of place which have increased economic potential; and



Improve public transport with sustainable modes of transportation

## **How will we know if things are getting better?**

12.5. By monitoring key performance indicators, we will know things are better when:

- People in Merthyr Tydfil secure the skills to meet employers changing needs;
- Our developing environment and infrastructure changes to meet identified need and will encourage inward investment and support business survival rates;
- Our heritage and cultural assets will continue to be valued, protected, promoted and drive new economic activity;
- People living, working and visiting Merthyr Tydfil will feel safe and included; and
- Those most disadvantaged in the housing market will feel connected and supported

## How does the 'Working Life' theme support the achievement of wider priorities?

Focus on the Future	PSB Wellbeing Plan	Political Priorities
<b>Best Start to Life</b> <ul style="list-style-type: none"> <li>Ensure the skills learned at school are further developed, maximising the young person's chance of securing employment</li> <li>Work involving the Best Start and Sports Development Teams ensures equality of access to physical activities</li> </ul>	<b>Community Resilience and Wellbeing</b> <ul style="list-style-type: none"> <li>Offer accessible services so that community members can receive targeted support through community hubs</li> <li>Provide advice, guidance and support around issues that impact on families (e.g.) housing, school transport etc.</li> </ul>	<b>Look after our citizens by providing affordable, quality education and social care enabling everyone to lead their lives to their full potential</b> <ul style="list-style-type: none"> <li>Build on improving schools learner outcomes; providing targeted work/learning pathways to children looked after in partnership with key stakeholders.</li> <li>Protection and Safety Services help safeguard community members in their day-to-day lives</li> </ul>
<b>Environmental Wellbeing</b> <ul style="list-style-type: none"> <li>Promote opportunities to businesses and inward investors around the use of sustainable resources, including the use of renewable energy</li> <li>Support community groups seeking to take over community assets</li> </ul>	<b>Lifestyles, Health and Vulnerability</b> <ul style="list-style-type: none"> <li>The Sports Development team offers targeted and local opportunities to access physical activities to residents of all ages</li> <li>Provide advice, guidance and practical support to communities through our Protection and Safety Services</li> </ul>	<b>Encourage active lifestyles and promote wellbeing</b> <ul style="list-style-type: none"> <li>Promote the work of our Sports and Disability Sports Development Teams to maximise opportunities for physical activity all</li> <li>Offer accessible services so that community members can receive targeted support through community hubs</li> </ul>
<b>Living Well</b> <ul style="list-style-type: none"> <li>Provide targeted work/learning pathways to children looked after in partnership with key partners/stakeholders</li> <li>Protection and Safety Services safeguard community members in their day-to-day lives</li> <li>Provide housing support to parents and carers securing a more safe and secure environment for families, supporting all people to remain living independently in their own homes</li> </ul>	<b>Economy and Infrastructure</b> <ul style="list-style-type: none"> <li>Lead on Cwm Taf PSB's Economy and infrastructure theme. Through the provision of its' services, the Working Life theme fully supports this area of the PSB's Plan</li> </ul> <b>Tackling Loneliness and Isolation</b> <ul style="list-style-type: none"> <li>The Community Safety team will offer support around community cohesion, crime and fear of crime</li> <li>The Licensing and Trading Standards team help safeguard community members in their day-to-day lives</li> </ul>	<b>Support strong, sustainable, diverse and successful environment and economy</b> <ul style="list-style-type: none"> <li>Work to secure further inward investment bringing jobs and increased economic benefits to the County Borough;</li> <li>Continue to support the developing infrastructure of the town to further improve its connectivity both across the County Borough and the wider region;</li> <li>Work with our Estates and Planning Departments to ensure affordable, accessible and quality homes are available for those living within Merthyr Tydfil</li> </ul>

### 13. Environmental Wellbeing Objective: Communities protect, enhance and promote our environment and countryside

*The priority for this objective is to improve the efficient use of materials and resources by means of the waste hierarchy and to produce the Council's first Nature Recovery Plan.*

Examples of contributors to this wellbeing objective		
<b><u>Council Service Areas</u></b>		
<ul style="list-style-type: none"> <li>Waste Services</li> <li>Policy and Implementation</li> <li>European and External Funding</li> <li>Street Cleansing</li> <li>Building Control</li> <li>Fly-tipping</li> <li>Furniture Re-use Centre</li> <li>Community Safety</li> <li>Heritage, Tourism and Culture</li> </ul>	<ul style="list-style-type: none"> <li>Biodiversity</li> <li>Development Controls (including conservation areas)</li> <li>Landscape Services</li> <li>Highways and Engineering</li> <li>Strategic Regeneration</li> <li>Environmental Health</li> <li>Parks &amp; Bereavement</li> <li>Housing and Housing Support Grant</li> </ul>	<ul style="list-style-type: none"> <li>Property Services</li> <li>Heritage and Cultural Assets</li> <li>Open Spaces</li> <li>Civic Amenity Sites</li> <li>Strategic Infrastructure</li> <li>Education Department</li> <li>Community Regeneration</li> <li>Business Support and Inward Investment</li> </ul>
<b><u>Other Contributors</u></b>		
<ul style="list-style-type: none"> <li>WRAP Cymru</li> <li>Caru Cymru</li> <li>County Surveyors Society</li> <li>South Wales Trunk Road Agent (SWTRA)</li> <li>Capita</li> <li>Natural Resource Wales (NRW)</li> <li>Barod</li> <li>Planning Officers Society for Wales (POSW).</li> <li>Merthyr Tydfil Housing Association</li> <li>Biogen LTD</li> <li>Blaenau Gwent County Borough Council (BGCBC)</li> <li>Gwent Police</li> <li>Cyfarthfa Model Railway</li> <li>Friends of Cyfarthfa Park</li> <li>Vale of Glamorgan</li> </ul>	<ul style="list-style-type: none"> <li>Local Authority Building Control (LABC).</li> <li>Taff Bargoed Friends</li> <li>Carmarthenshire Council</li> <li>Merthyr Valleys Homes (MVH)</li> <li>Waste Data Flow (WDF)</li> <li>Carmarthen County Borough Council (CBC)</li> <li>Redstart</li> <li>South East Wales (and wider) Development Management Managers Group</li> <li>Viridor Waste Management LTD</li> <li>Newport City Council</li> <li>South East Wales Flood Risk Management Group</li> <li>Greenspace Wales</li> <li>Merthyr Angling Society</li> <li>Friends of Taff Bargoed Park</li> <li>Transport for Wales</li> </ul>	<ul style="list-style-type: none"> <li>Caerphilly County Borough Council (CCBC)</li> <li>Keep Wales Tidy (KWT)</li> <li>Rhondda Cynon Taff (RCT)</li> <li>Fly-tipping Action Wales (FtAW)</li> <li>South Wales Police (SWP)</li> <li>County Surveys Society Wales (C.S.S.W.)</li> <li>Cardiff City Council</li> <li>Sustainable Drainage Approval Body (SAB).</li> <li>Energy from Waste (EFW)</li> <li>Dwr Cymru</li> <li>South Wales Fire and Rescue Authority</li> <li>(Scoops) Cafe at Park Taff Bargoed</li> <li>Welsh Water</li> <li>Aberfan Disaster Charity</li> <li>Pontsticill Community Group</li> </ul>

- 13.1. This wellbeing objective offers a holistic and sustainable approach to meeting the environmental wellbeing needs in Merthyr Tydfil. Those needs should be interpreted broadly to include quality greenspace and connectivity, habitat protection and biodiversity,

resilient ecosystems, landscape character and pollution prevention. While this approach is important for the environment as a whole, it will particularly benefit areas where there are key environmental issues or risks.

13.2. The focus of this wellbeing objective is the work we do with our communities to protect, enhance and promote the environment and countryside. How we act toward the environment and countryside will be a critical factor of a sustainable future in Merthyr Tydfil because the benefits of improving our environment will be felt across all of our wellbeing objectives.

13.3. The key outcomes the Environmental Wellbeing wants to achieve are:

- Environmental damage is minimised by preventing pollution;
- To maximise the amount of materials and resources recycled in line with the waste hierarchy;
- Merthyr Tydfil has good quality, biodiverse and connected green infrastructure and open spaces; and
- The use of renewable and low carbon energy is increased.

13.4. We will deliver these outcomes thorough the Waste Management Business Plan, Carbon Management Plan (CMP) and Nature Recovery Plan and by focussing on addressing our key priorities for improvement:



Increase the amount of metals and paper being recycled in the County Borough in order to meet and exceed the recycling targets set by Welsh Government;



Increase the kilograms of residual waste generated per person;



Improving the standard of cleanliness on our highways;



Reduce the levels of fly-tipping;



Increase the number of Priority Open Spaces (out of 23 Priority Open Spaces) that meet or exceed the quality standard: Healthy, Safe and Secure; and



Reduce the CO<sub>2</sub> emissions and arising from buildings, street lighting, fleet and business travel by 15% by 2025 (3% each per annum).

Other important strategic drivers that will help us deliver on this objective include the Local Development Plan, Nature Recovery Plan, Carbon Management Plan and the Corporate Asset Management Plan.



## How will we know if things are getting better?

- 13.5. Each objective uses a consistent performance management framework which is captured on a resource known as a Strategy on a Page (SOAP). This document identifies the wellbeing objectives, outcomes and key performance indicators, which forms the basis of self-evaluation. Work will also be undertaken to review and develop robust Business Improvement Plans.
- 13.6. We will know things are better when:
- The air quality on Twynyroddyn Road improves;
  - The local authority's CO2 emissions reduce by 3% from its buildings (per annum);
  - The time taken to clear reported fly-tipping incidents on Council land improves;
  - The cleanliness of our highways improves;
  - Our recycling rates improve; and
  - There is an increase of Priority Open Spaces (out of 23 Priority Open Spaces) that meet or exceed the quality standard: Healthy, Safe and Secure.

## How does the 'Environmental Wellbeing' theme support the achievement of wider priorities?

### Focus on the Future

#### Best Start to Life

- Support schools in any awareness raising they undertaken in relation to the need to ensure they recycle materials
- Provision and upkeep of green spaces which can be used by children, young people and their families free of charge

#### Working Life

- Providing waste management; recycling and street cleansing services, strengthening the Town's commitment to being a place to be proud of and ensuring the environment is safe, clean and free from risk.

#### Living Well

- Provision and upkeep of green spaces which can be used by children, young people and their families free of charge
- Work closely with the Community Regeneration teams to create spaces for low cost social and cultural events

### PSB Wellbeing Plan

#### Community Resilience and Wellbeing

- Fulfil the Council's statutory duty of maintaining the streetlights within the County Borough, helping create a safer environment for local communities.
- Ensure the safety and protection of communities by ensuring that new and altered buildings and heritage building comply with current Building Regulations.

#### Lifestyles, Health and Vulnerability

- Provision and upkeep of green spaces which can be used by children, young people and their families free of charge
- Work closely with the Community Regeneration teams to provide better pedestrian routes and spaces and encouraging active travel

#### Economy and Infrastructure

- Ensuring a safe, clean infrastructure and making Merthyr Tydfil an attractive destination for those who live, work and visit.
- Ensure all new housing developments include an allocated number of affordable units to meet identified demand

#### Tackling Loneliness and Isolation

- Work closely with the Community Regeneration teams to create spaces for low cost social and cultural events

### Political Priorities

#### Look after our citizens by providing affordable, quality education and social care enabling everyone to lead their lives to their full potential

- Provision and upkeep of green spaces which can be used by children, young people and their families free of charge and offering opportunities for the use of open spaces to improve physical and mental wellbeing
- Schools introduce children and young people to the concept of place, and help broaden their understanding of their heritage and culture

#### Encourage active lifestyles and promote wellbeing

- Work closely with the Community Regeneration teams to provide better pedestrian routes and spaces and encouraging active travel
- Provision and upkeep of green spaces which can be used by children, young people and their families free of charge

#### Support strong, sustainable, diverse and successful environment and economy

- Support the people and businesses of Merthyr Tydfil to fulfil their economic potential through a structured and flexible approach to economic development;
- Capitalise upon any opportunities to create new recreational spaces

**14. Living Well Objective: People are empowered to live independently within their communities, where they are safe and enjoy good physical and mental health**

*The priority for this objective is to ensure people are able to live independently and safely within their communities.*

<b>Examples of contributors to this wellbeing objective</b>		
<b><u>Council Service Areas</u></b>		
<ul style="list-style-type: none"> <li>• Sustainable Success and Transition</li> <li>• Safeguarding Team</li> <li>• Early Help Hub</li> <li>• Community Mental Health</li> <li>• Education Department</li> <li>• Licensing Department</li> <li>• Children With Disabilities Team</li> <li>• Legal Department</li> </ul>	<ul style="list-style-type: none"> <li>• Early Intervention and Prevention</li> <li>• Supporting Change Team</li> <li>• Residential Care</li> <li>• Children Looked After</li> <li>• Employability and Skills</li> <li>• Youth Services</li> <li>• Sports Development, Heritage and Culture team</li> <li>• Family Support Team</li> </ul>	<ul style="list-style-type: none"> <li>• Initial Response and Enablement</li> <li>• Older People and Disability</li> <li>• Commissioning Services</li> <li>• Enhanced Care Services</li> <li>• Community Safety</li> <li>• Housing and Housing Support Grant</li> <li>• Team Around the Family (MIA)</li> <li>• Revenues Department</li> </ul>
<b><u>Other Contributors</u></b>		
<ul style="list-style-type: none"> <li>• Barnardos</li> <li>• Care and Repair</li> <li>• Regional Safeguarding Board</li> <li>• Regional Partnership Board (RPB)</li> <li>• Cardiff City Council</li> <li>• Cwm Taf Youth Offending Service and Management Board</li> <li>• National Probation Services</li> <li>• Citizens Advice Bureau (CAB)</li> <li>• VAMT</li> </ul>	<ul style="list-style-type: none"> <li>• Adref</li> <li>• Merthyr Tydfil Institute for the Blind</li> <li>• Bridgend County Borough Council</li> <li>• Regional Adoption Collaboration</li> <li>• Regional Front Door for Fostering</li> <li>• South Wales Police (SWP)</li> <li>• Cwm Taf and Bridgend Emergency Duty Team</li> <li>• Transformation Steering Group</li> <li>• Joint Equipment Board</li> </ul>	<ul style="list-style-type: none"> <li>• Gofal</li> <li>• The College, Merthyr Tydfil</li> <li>• Rhondda Cynon Taff (RCT)</li> <li>• Vale of Glamorgan Council</li> <li>• National Fostering Framework</li> <li>• Cwm Taf Morgannwg University Health Board</li> <li>• 4CS Commissioning Framework</li> <li>• Social Care Workforce Development</li> <li>• Safer Merthyr Tydfil</li> </ul>

- 14.1. The Living Well objective is about building the capacity of individuals, families and communities to secure the best outcomes for themselves. It is about building resilience and providing the right level of support before problems materialise or escalate. This will help to reduce the need to be involved in a crisis and enable more preventative work.
- 14.2. Working closely with our partners to address the poor life experiences of children early on will help ensure more vulnerable families remain together; increasing the number of

children who are able to live safely at home (or close to home) and preventing them from becoming looked after.

14.3. Providing vulnerable older people with the right information and support at the right time will enable them to have more control over their lives, help prevent loneliness and isolation, and live safely within their own home. Through services such as 'Initial Response and Reablement' and '@Home Service', older people will be supported to maintain their health and independence at home, avoiding unnecessary hospital admissions. Where hospital admission is essential, individuals are supported to return home in a safe and timely manner.

14.4. The outcomes that Living Well wants to achieve are:

- People live safe and independent lives within their communities
- Children and adults are safeguarded from harm and feel safe
- Children and young people live safely with their family or close to home and have transitioned well into adulthood

14.5. We will deliver these outcomes by focusing on our priorities for improvement:



Improve early intervention and prevention (adults, children and families);

Reduce the number of children looked after; and

Enable a greater number of adults to live independently

There are a number of regional plans and strategies that help to deliver this objective, including the Cwm Taf Social Services and Wellbeing Partnership Board 'Regional Plan 2018-2023' and the Cwm Taf Safeguarding Board Annual Plan 2018 – 2019. Work will be undertaken with key officers and other stakeholder to review and streamline existing plans and strategies. This will help address duplication and identify new opportunities for joint working.

### How will we know if things are getting better?

14.6. Each objective uses a consistent performance management framework, which is captured on a resource known as a SOAP – strategy on a page. This document identifies the wellbeing objectives, outcomes and key performance indicators; and forms the basis of self-evaluation.

We will know things are better when:

- We see a decrease in the number of children on the Child Protection Register or becoming looked after;

- There is an increase in the number of children who are able to live safely at home;
- Of the children who are looked after, a greater number have a stable school life;
- There is a reduction in the number of older people having to stay in hospital longer than necessary due to social care reasons;
- There is an increase in the number of adults who are able to live independently following a period of Reablement;
- More people are participating in physical activities; and
- Of those that have been subject to domestic violence, more people have reported an improvement in their quality of life

## How does the 'Living Well' theme support the achievement of wider priorities?

### Focus on the Future

#### Best Start to Life

- Our newly developed fostering programme aims to increasing our supply of Merthyr Tydfil foster carers.
- We are working with children, young people and their families to ensure safeguarding and reduce risks of harm to children's welfare.

#### Working Life

- Through a joint project, we are developing a pathway to work process for care-experienced young people that will maximise their working potential and improve well-being as young adults.

#### Environmental Wellbeing

- Supporting children looked after to become more active citizens and more socially responsible.
- Tackle fuel poverty by promoting warm homes programmes.

### PSB Wellbeing Plan

#### Community Resilience and Wellbeing

- We will ensure looked after young people and care leavers achieve a stable and successful transition into adulthood.
- The Early Help Hub has been developed in collaboration with key partners across the Council, public services and third sector to increase resilience in the vulnerable population.

#### Lifestyles, Health and Vulnerability

- Many foster carers and providers make good use of the outdoors in their work with young people to build resilience and improve health and well-being.
- Integrate outdoor activity into daily lives.
- We provide support services (including therapy) to improve the emotional health of looked after young people.

#### Economy and Infrastructure

- Work with older people to develop a range of homes in dementia friendly communities.
- Tackle fuel poverty by promoting warm homes programmes.

#### Tackling Loneliness and Isolation

- Work with Housing and RSLs to increase the supply of supported accommodation.
- Work with Corporate Parenting Board and partners to reduce the isolation, impact and stigma of being looked after or a care leaver.

### Political Priorities

#### Look after our citizens by providing affordable, quality education and social care enabling everyone to lead their lives to their full potential

- Housing First offers trauma informed supported accommodation to young people with higher needs.
- The "Dispersed Scheme" supports people with Mental Health needs to move back into the community from high care placements with the support to maximise their independence.

#### Encourage active lifestyles and promote wellbeing

- We provide support services (including therapy) to improve the emotional health of looked after young people.
- Many foster carers and providers makes good use of the outdoors in their work with young people to build resilience and improve health and well-being.
- Integrate outdoor activity in to daily lives.

#### Support strong, sustainable, diverse and successful environment and economy

- Tackle fuel poverty by promoting warm homes programmes.
- Work with older people to develop a range of homes in dementia friendly communities e.g. extra care.
- Through a joint project, we are investing in and developing a Pathway to work for care experienced young people that will maximise their working potential and improve well-being as young adults

# 15. STEPS to help achieve the seven national wellbeing goals







The Council has a duty to take all reasonable steps on its' journey to achieving the 7 wellbeing goals and our wellbeing objectives. The Future Generations Commissioner describes these steps as ranging from simple changes that can be made quickly and easily to more ambitious and stretching actions; ultimately to transformational actions leading to the Wales we want for future generations.

We continually seek to make the most of the opportunities provided by the Wellbeing of Future Generations (Wales) Act 2015 to shape how we do business. Below are a selection of the steps we are taking to ensure that we as a Council can improve the wellbeing of future generations.

## 21<sup>st</sup> Century Schools - Update

As part of our commitment to provide future generations of children and young people with the best start to life, we are working to promote attractive and stimulating learning environments based on low carbon, energy efficient and sustainable design principles through the delivery of our 21<sup>st</sup> Century Schools and capital investment programmes. Working collaboratively with stakeholders including Planning, Property Services and with Blaenau Gwent's Architectural Services, our ambition is to provide the very best sustainable low maintenance and cost-effective learning environments. The construction of our schools will be to the BREEAM excellent standard, which embodies ambitious ecology and biodiversity principles. All school capital investment projects use at least 15% recycled and reused materials.

We are also committed to involving the community in the proposals including engagement regarding school re-organisation options, site selection, building design and intended use of site/buildings so that schools become increasingly valued and well utilised assets within our communities. As part of the capital investment proposals we aim to deliver colocation of early year's education and childcare on school sites and to promoting the Welsh language by increasing the provision of school and childcare places through the medium of Welsh.

BS		Long-term	✓
		Prevention	✓
WL		Integration	✓
EW		Collaboration	✓
LW		Involvement	✓
		Collective wellbeing	✓









## Raising Aspiration, Raising Standards

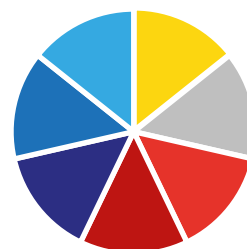
The **Raising Aspirations Raising Standards (RARS)** Strategy is a major priority for Merthyr Tydfil County Borough Council in its role of supporting our children and young people to aspire to achieve the very best and contribute to a vibrant and successful community.

In Merthyr Tydfil we believe all children and young people are entitled to the best possible life chances that we can give them by enhancing their access to the highest quality educational opportunities, whilst challenging their aspirations to achieve not just their expected potential but beyond. To achieve this, we will work with our partners supporting schools to develop as learning organisations to address underachievement and deliver real improvements within our schools and other educational settings. As we move forward; we need to ensure we are meeting the changing needs and aspirations of children and young people as they travel on their educational journeys. We want to make a positive impact both on individual lives and in the way that the young people go on to live, work and learn.

We wish to:

- Focus on improving standards of literacy, numeracy and digital competency across all educational settings
- Influence children and young people's aspirations and attainment through the development of systems and processes that ensure all stakeholders involved with educational settings plan and deliver activities which inspire and challenge all to do their very best
- Improving the academic and wider skills of all learners to enable them to access further education, employment or training; and
- Ensure an integrated approach to Continuing Professional Development (CPD) for all involved in education which enables practitioners to focus on raising aspirations and raising standards.

<b>BS</b> ✓	 Long-term ✓
	 Prevention
<b>WL</b> ✓	 Integration
	 Collaboration ✓
<b>EW</b>	 Involvement ✓
	 ✓
<b>LW</b> ✓	











## Cyfarthfa Heritage Area

*This project is in development.*

*Please keep an eye on our website and look out for us on social media to find out more about this exciting new project.*

<b>BS</b>	 Long-term
	 Prevention
<b>WL</b>	 Integration
<b>EW</b>	 Collaboration
<b>LW</b>	 Involvement
	









## Relocating Merthyr Tydfil Bus Station

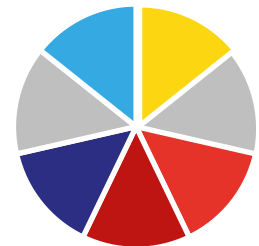
As part of the Town Centre Master Planning process, the need to improve public transport infrastructure to enable those who live, work and visit Merthyr Tydfil better access to local and regional public transport services was identified. Following a comprehensive exploration and planning process with expansive community consultation; a comprehensive project plan was developed to establish a better connected, modern and fit for purpose bus station at a new site nearer the Town's train station.

With funding finally confirmed and secured, the appointed contractors began work at the new site in July 2019. Working with stakeholders across public, private and third sector; key tasks on this development are now progressing. To ensure regular network updates are available, a highlight report is regularly presented at the Council's Community Regeneration, Public Protection & Housing Board.

Through the positive working relationships developed with the key contractors for the site, Morgan Sindall, positive outcomes have already been achieved, e.g. a number of local people who had been long-term unemployed have secured jobs at the site in areas such as security and administration. Future opportunities may arise as work continues on site.

To ensure children and young people attending the local schools are being informed and involved in this ongoing development, Merthyr Tydfil's Economic Growth Partnership organised a 'Have a Go' event involving children at St Mary's Catholic Primary School. Facilitated by contractors Morgan Sindall and the Institution of Civil Engineers Wales, the event offered children the opportunity to experience the bridge building process. Wearing hard hats; goggles and 'hi-vis' vests; the children gained first-hand experience of constructing a model suspension bridge – developing and testing their engineering skills, which the children very much enjoyed. Opportunities to do similar events involving children and young people are being explored and, where appropriate, will be planned and delivered over the coming year.

BS	 Long-term ✓
	 Prevention
WL	 Integration ✓
EW	 Collaboration ✓
	 Involvement ✓
LW	 ✓



## Nature Recovery Plan

The Environment (Wales) Act came into force in 2016. The Act states that all public authorities are required, when undertaking their functions in Wales, seeks to maintain and enhance biodiversity wherever possible within the proper exercise of their functions. In doing so, public authorities must also seek to promote the resilience of ecosystems.







The Merthyr Tydfil Nature Recovery Action Plan (MTNRAP) 2019-2024 represents this Act for Merthyr Tydfil County Borough Council (MTCBC).

Merthyr Tydfil County Borough is the smallest Welsh local authority, with a population of circa 60,183 and covering an area of approximately 11,000 hectares of which 2,300 hectares lie within the Brecon Beacons National Park. Examples of habitats found within the County Borough include open heathland, native woodland, rhôs pasture, ancient hedgerows, naturally re-vegetated mineral spoil areas, rivers, streams and ponds.

In addition to this, examples of species protected under the Conservation of Habitats and Species Regulations 2017 include otters, great crested newts, bats and the marsh fritillary butterfly.

The MTNRAP sets out six objectives for reversing the decline of biodiversity, which are:

- Engage and support participation and understanding to embed biodiversity throughout decision-making at all levels.
- Safeguard species and habitats of principal importance and improve their management.
- Increase the resilience of our natural environment by restoring degraded habitats and habitat creation.
- Tackle key pressures on species and habitats.
- Improve our evidence, understanding and monitoring.
- Put in place a framework of governance and support for delivery.

<b>BS</b> ✓	 Long-term ✓
	 Prevention ✓
<b>WL</b>	 Integration
<b>EW</b> ✓	 Collaboration
<b>LW</b>	 Involvement ✓
	



## Reducing Levels of Waste







Merthyr Tydfil County Borough Council's Waste Services functions are governed by UK and Welsh Government legislation, along with the Welsh Government strategy (Towards Zero Waste).

Towards Zero Waste is the overarching waste strategy document for Wales. It is a long term high level strategic framework which describes the social, economic and environmental outcomes that resource efficiency and waste management will achieve and contribute towards a sustainable future. Local Authorities deliver this through the waste prevention, preparing for reuse, recycling, composting and landfill targets. The current Welsh Government target is 64% and is set to increase to 70% in 2024/25.

Merthyr Tydfil County Borough Council has made reducing waste one of its key corporate priorities, and we will do everything in our power to encourage and help our communities (including businesses) reduce waste and recycle as much as we can.

By recycling, we reduce the need to use more natural resources and stops tonnes of rubbish being buried in landfill. In the UK, recycling saves about 10-15 million tonnes of carbon emissions a year, which is the equivalent of taking 3.5 million cars off the road. In addition, by reusing more we can save money and reduce the need to consume and produce more waste. When we reuse items, it can:

- extends the life of materials saving the Earth's natural resources for future generations;
- save energy which helps to reduce the risk of climate change;
- reduce the amount of waste you send to landfill; and
- save you money.







<b>BS</b> ✓	 Long-term ✓
	 Prevention ✓
<b>WL</b> ✓	 Integration ✓
<b>EW</b> ✓	 Collaboration ✓
<b>LW</b> ✓	 Involvement ✓
	 ✓

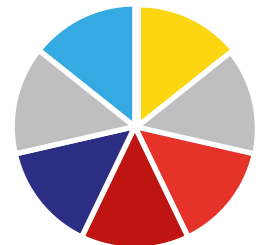


## Safeguarding

This is a key priority for MTCBC.

*This section was in the process of development when corona virus crisis became a priority to address. As such this section will become available in the near future.*







<b>BS</b>	 Long-term
	 Prevention
<b>WL</b>	 Integration
<b>EW</b>	 Collaboration
	 Involvement
<b>LW</b>	

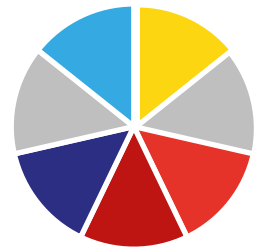


## Early Help Hub - Update

With a view to improving the existing early intervention and prevention services for vulnerable children and their families; we carried out a review of our Team Around the Family Service called MIA. As part of this review, we asked families for their views about the current service, received input from partner organisations and considered 7 different models across Wales. As a result of the review and feedback from families, we decided to develop an Early Help Hub, which will be implemented from 2019 / 2020.

The Early Help Hub will bring together staff from children's services and grant funded preventative services with a view to identifying need earlier and connecting families to early help. In this way we hope that public confidence in and take up of early help services will increase. We know that by providing the right service at the right time we can, in many cases prevent problems from developing or getting worse. We will make sure that the Early Help Hub also works to enhance the information, advice and assistance that is available to Young Carers and families of children with disabilities.

<b>BS</b> ✓	 Long-term ✓
	 Prevention ✓
<b>WL</b>	 Integration ✓
<b>EW</b>	 Collaboration ✓
<b>LW</b> ✓	 Involvement ✓
	








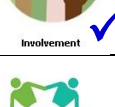
## Corporate Self-Evaluation

Following a refocus exercise undertaken to review and refresh the process in line with changing requirements, the Council's Corporate Management Team (CMT) approved the re-introduction of the corporate self-evaluation process in June 2019.

Self-evaluation enables officers within the Council to reflect on the current situation for their services, highlight any good practice and offer evidence to support the statements made and any outcomes claimed. This reflection offers an opportunity to record all areas for development, refining these to identify the key priorities for improve which will support improvements in how services run and, most importantly, how they can improve the impact they can make to benefit the communities they serve.

The process has been undertaken in 'bite-sized chunks', and has been completed collaboratively with a wide range of officers having input, sharing their views on what has worked well, what's not gone so well and how they can work better together to achieve the priority outcomes. This has helped benefits to be identified across the Council, introducing different opportunities for work to be undertaken with the aim of reducing duplication in how we work, to make the most of our resources and to be clearer on what we need to improve on first and how we can do this more effectively together. These lessons learned are now reflected in the Council's Business Improvement Plans (or BIPs).

The process also shows how officers work with partners outside of the Council . In 2019/2020; self-evaluation has re-enforced the Council's priority to tackle poverty and, as you can see, this is now more explicitly reflected in our corporate wellbeing plan.

BS		Long-term ✓
		Prevention ✓
WL		Integration ✓
EW		Collaboration
		Involvement ✓
LW		✓



## Tackling Poverty







Poverty is an issue that effects a large proportion of the communities across Wales, including the Merthyr Tydfil County Borough. The Council has always offered support services which support those at risk of and living in poverty. Section 7 of this Plan outlines the Council's current views and position in relation to poverty.

Following the work undertaken over the last several years to better co-ordinate the Council's tackling poverty services, the decision was taken by both politicians and officers to make tackling poverty a key corporate underpinning priority; with officers receiving instruction to integrate this into the Corporate Plan (Focus on the Future).

A workshop involving the Council's Senior Leadership Team (SLT) took place at the start of 2020 where SLT members reviewed the 2019 Welsh Index of Multiple Deprivation data; data analysis around the poverty context etc. This information supported open and honest discussion around:

- How each service/department currently contributes to the tackling poverty agenda;
- What more could be done to address the challenges; and
- What the top (and realistic) priorities are, given the context in which the Council now has to work.

One of the key findings of this session was for the senior decision makers within the Council to explore the opportunities to develop a single front door / single triage point to deal with all enquiries received which identify poverty as a key factor. As part of the activity set to be undertaken in 2020/21; the Council will also review how it can ensure it develops a more collaborative and integrated approach to securing this system across its' corporate and internal departments to direct people to the right services at the right time; maximising the use of services provided to the community.

<b>BS</b> ✓	 Long-term ✓
	 Prevention ✓
<b>WL</b> ✓	 Integration ✓
<b>EW</b> ✓	 Collaboration ✓
	 Involvement ✓
<b>LW</b> ✓	





## 16. Get involved

- 16.1. There are a number of ways to get involved with the Council. One of the main ways to get involved is through your local Councillor. You can find out who your local Councillor is and how to get in touch with them by visiting the Council's [website](#).
- 16.2. We want to maintain community involvement and continue to develop our understanding of the communities within Merthyr Tydfil. We welcome you to share your thoughts on wellbeing or your ideas on how we can improve wellbeing in Merthyr Tydfil at [wellbeing@merthyr.gov.uk](mailto:wellbeing@merthyr.gov.uk).
- 16.3. Scrutiny Committees have arrangements to allow people who live or work in the local authority area to make representations on any matter being discussed. There are many different ways you may wish to get involved in the work of scrutiny, including:
- [suggesting a topic for scrutiny to investigate](#);
  - [attending a meeting](#) to listen to discussion and the debate;
  - [attending a meeting to speak](#) on an agenda item; or
  - [providing information and evidence as a witness](#), to inform a particular piece of review work being undertaken by a scrutiny committee.
- 16.4. [Guidance on Public speaking](#) at Scrutiny Committee meetings - Merthyr Tydfil County Borough Council welcomes and encourages the active participation of its citizens whenever possible and an opportunity exists for members of the public to speak at Scrutiny Committee meetings on an item on the agenda.
- 16.5. Scrutiny Committees will consider requests to examine issues put forward from any sector of the public. To qualify; requests must affect a group or community of people; relate to a service, event or issue in which the Council has a significant stake; not be an issue which scrutiny has considered during the last 12 months; not be a matter dealt with by another County Borough Council Committee (e.g. planning issues) except where the issue relates to the Council's decision-making process.

### You can also find us on:



[www.facebook.com/merthyrtydfilcbc](https://www.facebook.com/merthyrtydfilcbc)



[www.twitter.com/merthyrcbc](https://www.twitter.com/merthyrcbc)



[www.youtube.com/c/MerthyrTydfilCBC](https://www.youtube.com/c/MerthyrTydfilCBC)