



Delivery Plan 2018-2023 (update March 2021)

Action Area 1: Best start in life

Context :

This review has taken place at a halfway point of delivery and during the COVID-19 pandemic. Transformation of Early Years services is more important than ever. Inequalities are having a profound effect on families with young children and emerging needs are increasing. The impact of the COVID-19 pandemic will be felt in the short term and will have longer term implications for our local populations. The focus of our PSB partnership working has been prioritised to deliver upon the Welsh Government's Early Years Integration Transformation Programme. This work now encompasses the previous workstreams of First 1000 Days, ACEs (Adverse Childhood Experiences) and the Children's First initiative .

All Early Years services operating within the County Borough are currently undertaking a system change review (Vanguard Systems Thinking) to implement a new integrated transformation programme in partnership with Welsh Government. A pilot programme became live in the New Tredegar area of the borough, on 1/10/2020 to test a new core model of working which will help direct both local and national services and policy development for all children antenatal to age 7. This work is changing the whole system across the Gwent region (Caerphilly, Newport and B Gwent are currently running pilot schemes, Torfaen will join in April).

This work is ground-breaking and led locally by Caerphilly PSB. Early Years are the most important developmental years in a person’s life which can influence the direction of the rest of the life course. Investment in the 0-7 agenda is a national priority for future generations.

There is a strong economic case for investing in the early years of life as early years programmes are often less expensive than the services needed to address the physical, mental, behavioural and socio-economic consequences of poor early child development. Realigning system investment into these very early years will not only improve outcomes for the younger generation but will reap rewards for the whole of society by preventing problems in the future.

We also know that Adverse Childhood Experiences are having a detrimental and long lasting effect on the population and there is evidence to suggest that preventing and reducing ACEs will contribute towards improving the economic, social, environmental and cultural well-being of Caerphilly County Borough.

ACEs can have a negative impact on a person’s health and wellbeing, but they also increase the risk of low educational attainment and unemployment, drug use, teenage pregnancy and criminal behaviour. Children of those affected by ACEs are at increased risk of exposing their own children to ACEs, so it is a cycle which can continue within families. Tackling ACEs is vital in order to break this cycle, both preventing and mitigating their effects.

Access to quality early education, support and care improves children’s outcomes, especially among children living in disadvantaged areas or with special education needs. However, although intensive interventions in early years is key, it is recognised that both universal and targeted follow up interventions later in a child’s and teenager’s life are important in order to maintain the gain in early years.

Roles	Names	Email address
Lead PSB Member Champion	Mererid Bowley. Consultant in Public Health/Assistant Director of Public Health Aneurin Bevan Public Health Team	mererid.bowley@wales.nhs.uk
Lead Officer (s)	Sarah Mutch. Early Years Manager Caerphilly County Borough Council	mutchs@caerphilly.gov.uk
Policy Support Officer (s)	Sian Wolfe-Williams. Policy Officer Caerphilly County Borough Council	wolfes@caerphilly.gov.uk

Delivery Partners	
Name	Organisation
Kolade Gamel	Assistant General Manager (INTERIM), Family & Therapies Division ABUHB
Ceri Bird	Service Manager, Blaenau Gwent CBC
Mandy Shide	Flying Start Programme Manager, Newport CC
Angela Lewis / Lorraine Childs	Flying Start and Families First programmes Senior Nurse, ABUHB
June Manley / Gail Powell	Universal Health Visiting Senior Nurse, ABUHB
Angharad James	Performance Manager, CCBC
Vacancy being recruited currently	EYITP Co-ordinator
Sarah Frowen	Parent and Infant Mental Health, Lead Caerphilly, ABUHB
Sarah Jennings / Clare Brace / Dianne Parsons	Health Operational Team Manager, Flying Start Caerphilly, ABUHB
Tracey Morgan-Wallace / Jackie Meredith	Health Operational Team Manager, Universal Health Caerphilly, ABUHB
Lisa Brook / Nicola Davies-Williams	Team Manager Little Voices / Tiny Talkers, GAVO
Ceri Anne Lovell / Sam Weaver	Family Support Team Leader, CCBC
Nic Pamplin	Manager Llamau
Shelly Jones	Supporting People Manager, CCBC
Beth Edwards-Bevan	Speech and Language Therapist ABUHB

Karen Singler	Intensive Support Team Manager, CCBC
Rebecca Boulton / Laura Bryan	Families First Coordinator CCBC
Michelle Jones	Parent Network Chief Executive
Jackie George	Midwifery Manager ABUHB
Angela Phillips	School Nursing Manager ABUHB

Number	Priority Areas of Activity
AA 1.1	Maximise investment in the early years of a child's life to build resilience across the whole of their lives, thus helping to reduce the demand on services in the future
AA 1.2	Raise awareness and understanding of the importance of early life experiences (including adverse childhood experiences), with professionals and residents working together to reduce inequalities across the county borough
AA 1.3	Work with services and residents to reduce the impact of adverse childhood experiences for our current and future generations

Outcomes to be worked towards under this Action Area <small>(need to include local and national outcomes)</small>	Measures for this Action Area
These outcomes apply to the pilot project in New Tredegar	
Have we achieved our Logic model – What will success look like ?	Feedback from families Feedback from staff System evaluation Early Intervention Foundation Midwifery and Early Years Maturity Matrix Evaluation
How will we know we are making a difference? What Matters to families?	Feedback from families System evaluation

Reduction in the number of children on the Child Protection Register / Looked After or under a Care And Support Plan	Data analysis
Reduction in the number of referrals into specialist or statutory services	Data analysis
Improvement in school readiness	Feedback from nursery / school settings
Upskill all staff, across partner agencies, to deliver interventions focused on the needs of the families	System evaluation
A reduction in children/young people requiring mental health support	Data analysis
Reduction in NEETs and unemployment	Long term trend
Improved Public Health outcomes	Long term trend

Ref	Key Tasks	Task Lead(s)	When will it be completed?		
			Short – term 1-2 years	Medium – term 3-4 years	Long – term 5+ years
A	Develop a Whole Systems Approach (Antenatal – 7)				
	To develop joined up and responsive Early Years’ services to ensure every child has the best start in life. Children should be at the centre of excellent, integrated services that put their needs first, regardless of traditional organisational and professional structures.		✓	✓	✓

<p>Milestones :</p> <p>Complete a system review of all Early Years services operating within the county borough using the Vanguard Thinking Method. (2019/20)</p> <p>Develop a new model of delivery across all partners focused on What Matters to the families (2020)</p> <p>Implement pilot initiative in New Tredegar to test the model and identify challenges, barriers and successes (Oct 2020)</p> <p>Ensure staff and their well-being are pivotal in this process</p> <p>Develop joined up data systems that can be accessed by all partners</p> <p>Evaluate progress and analyse findings to inform future developments . (Early findings by May 2021)</p> <p>Implement second pilot project (starting Sept 2021)</p> <p>12 month evaluation (Oct 2021)</p> <p>Develop a whole systems approach for the whole of the county borough including new service pathways, shared data systems and commissioning processes, based on What Matters to the families.</p>				
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Actual Risk	Risk Rating (Low / Medium / High)	How will you manage/mitigate this risk - what are you doing to reduce the risk and by when?	Risk Owner
Complexity of funding streams inhibits system development	Medium	Ongoing coordination and negotiations with Welsh Government and partners	PSB
Risk of resources being directed towards high need individuals / families or those 'on the edge' to meet increasing service demands over implementing a long term, early intervention and preventative solutions	Medium	This is a Welsh Government pathfinder initiative and this national direction is focused on 0-7years and early intervention. This can conflict when resources become stretched	PSB
Collaboration not embedded across all partners	Medium	Work ongoing to embed the ethos of the Early Years Integration Transformation Programme and new model of working across all partners	PSB
Impact of COVID pandemic is currently unknown. Emerging needs are already increasing	High	Emerging needs are being monitored carefully and capacity being adjusted as necessary to meet need identified. Emerging need could escalate as this initiative rolled out across the county borough. Preparatory caseload acuity is essential to further expansion.	PSB
Development of a regional programme is hindered by different working practices	Medium	Work is ongoing to ensure work across the region is in tandem although different structures and priorities can hinder this	PSB
Workforce development / capacity hinders progress	Medium	If emerging needs increase, capacity will need to be managed. This is	PSB

		being looked at although some workforce areas are holding vacant posts. Upskilling staff into integrated teams is vital to overcome this	
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The Future Generations Framework should be used when developing and agreeing all content of this Delivery Plan. This framework helps translate the legal concepts (of the FG Act) into easily understandable and project focused prompts, which when followed will help design better / more robust principles. Following the framework prompts for each proposed area of activity / task will ensure :

- 1) the connections are made between the content of the Caerphilly County Borough Area Assessment of Local Well-Being 2017 and the Caerphilly Public Services Board Well-being Plan 2018-2023 and it's well-being objectives.
- 2) the Five Ways of Working are embedded to maximise contribution to the Seven Well-being Goals
- 3) early thinking to reflect and demonstrate change

<p>Well-being Objectives</p> <p>Check to see if there is a connection between your proposed activity / task and the relevant Public Bodies and/ or Public Services Board's Well-being Objectives and Plans</p>	<p>Initial Project Development</p> <p>'Positive Start - Giving our future generations the best start in life ' is one of four Well-being Objectives within 'The Caerphilly We Want' Caerphilly Public Services Board Well-being Plan 2018-2023</p> <p>The following text is included in the plan :</p>
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Protecting the well-being of children and young people (particularly in their early years) is the biggest determinant of their life chances and a positive transition into adulthood, and there is a wide range of evidence that demonstrates that by investing in the first few years of a child's life, this will improve outcomes throughout the rest of their lives. All Board members recognise their responsibilities to children and young people, and that maximising the potential of young people is key to ensuring that they build resilience that will last throughout their lives. Young people need safe and secure childhoods where they are nurtured, supported and developed, including routes into training and employment, and an environment that supports their health and well-being. This will help to ensure that they live healthy lives where they can achieve their educational potential, be part of a healthy workforce and contribute to a prosperous Caerphilly county borough. A number of actions have been captured within the Well-being Delivery Plan that will support children and young people to have the best start in life.

Unfortunately there are inherent inequalities amongst children born within the county borough due to a wide variety of factors. There are a number of deprived communities and pockets of deprivation right across the county borough, particularly in the north, the Mid Valleys area and the Caerphilly Basin. There is a proven link between deprivation and poor health, poor educational attainment, low literacy and numeracy skills, low earnings and high unemployment. Being born into a deprived household can therefore directly affect the potential of that child.

In addition, some children are, sadly, exposed to adverse childhood experiences which can affect how they grow and develop. Adverse childhood experiences are highly stressful events that can directly harm a child or affect the environment in which they live, such as growing up in a household exposed to drug use, alcohol misuse or domestic violence. Prevention of adverse childhood experiences is likely not only to improve the early years experiences of children in the county borough, but also reduce levels of health harming behaviour across the whole life of an individual, thereby reducing the negative impacts on their family and community.

Children experiencing adverse childhood experiences are more likely to perform poorly in school, more likely to be involved in crime and ultimately less likely to be a productive member of society. There is also evidence that the likelihood of a child experiencing adverse childhood experiences is higher in more deprived areas, which could exacerbate the impact on the child even further.

Intervention in the early years, together with a focus on reducing and preventing adverse childhood experiences, will positively impact on the life chances of the individual and our future generations, and reduce the demand on services in the long term.

<p>Five Ways of Working Using the Five Ways of Working is a key element of the legislation. They must be used throughout the life time of a project, from design to review.</p>	<p>Initial Project Development</p> <p>Long Term – All actions aim to support our current and future generations to ‘have the best start in life’, to improve both individual and community resilience to life’s challenges and to reduce inequalities. The plan considers the needs of current residents as well as those not yet born.</p> <p>Prevention – This is a key element throughout this plan. Evidence shows that refocusing resources into the early years of life improves life chances, reduces harmful behaviours and improves well-being and builds stronger societies and economies. This requires commitment from all partners to embed prevention into all that they do.</p> <p>Integration – This Action Area is a key priority for all Caerphilly PSB organisations and is reflected within their own organisation’s Well-being Objectives. It also connects to the other three PSB Well-being Objectives as well as all Enablers and other Action Areas. It has also been identified as a national theme of priority by Welsh Government.</p> <p>Collaboration – The ‘Best start in life’ Action Area was prioritised through two years of engagement work with residents, businesses, community groups and strategic partners. This ethos of collaboration will continue to design and deliver the actions within the plan with PSB organisations committed to securing the best outcomes for our future generations.</p> <p>Involvement – This plan has been developed with engagement from parents, carers, grandparents, children, young people and relevant stakeholders. This will continue throughout the life of these initiatives. Where improvements are required to ensure better co-production these will be made.</p>
<p>Seven Well-being Goals</p> <p>The well-being goals must be considered as an integrated</p>	<p>Initial Project Development</p> <p>The following text is an excerpt from ‘The Caerphilly We Want’ Caerphilly Public Services Board Well-being Plan 2018-23.</p>

set of seven, and the well-being objectives (considered above) should maximise contribution to all seven

Contribution to the National Well-being Goals

 <p>A Prosperous Wales</p>	<p>Giving every child born in the county borough the best start in life will ensure that they have the support they need to reach their full educational potential, that they are able to secure rewarding and meaningful employment and that they become productive members of society in the future, thereby contributing to a more prosperous Caerphilly county borough.</p>
<p>A Resilient Wales</p>	<p>Ensuring good maternal health, that children grow up in a safe and caring environment, and reducing poverty and deprivation will ensure that all children have the support they need to grow and develop, thereby ensuring they build their resilience throughout the course of their lives.</p>
 <p>A Healthier Wales</p>	<p>Enabling children to have the best start in life will mean that they are less likely to suffer abuse and maltreatment, physical injury or psychological problems. As adults they will be less likely to engage in health harming behaviours and have a reduced risk of developing diseases such as cancer, heart disease, diabetes and poor mental health.</p>
<p>A More Equal Wales</p>	<p>Tackling the issues that cause inequality amongst children (such as deprivation and adverse childhood experiences) will help to ensure that every child will reach their full potential regardless of where they live in the county borough, and thereby help to contribute to a more equal Caerphilly county borough. Those living in areas of deprivation are at greater risk of experiencing multiple adverse childhood experiences.</p>
 <p>A Wales of Cohesive Communities</p>	<p>Supporting children to have the best start in life will help to reduce youth offending, anti-social behaviour and other crime levels, and lead to safer communities for all our residents. Tackling adverse childhood experiences will also mean that children are not exposed to these factors, and therefore they will be less likely to repeat the patterns of behaviour when they reach adulthood, having a positive effect on both their own family and the wider community.</p>
<p>A Wales of Vibrant Culture and Thriving Welsh Language</p>	<p>Children who are more engaged with education in general are more likely to benefit from improved access to opportunities to participate and engage in Welsh language, sporting and cultural activities. Participating in sporting/arts activities in particular can help to build confidence for those taking part.</p>
<p>A Globally Responsible Wales</p>	<p>A globally responsible Wales Engaging fully with educational opportunities will allow children to discover how their actions locally can affect global well-being, and help them to understand what actions they can take to help safeguard the future of the planet. Positive early intervention can prevent higher healthcare costs in adulthood.</p>