



## Delivery Plan 2018-2023

### Action Area: AA2b – **Job Growth & Employability Support** (previously Apprenticeships)

#### Context:

This Action Area has been updated from its previous sole focus on apprenticeships, to incorporate a wider priority area of local job growth and employability support, albeit continuing to include apprenticeships as a key element within the plan. The plan has been updated as a result of the changing economic context within the delivery period, as a direct result of the Covid-19 pandemic. The significant economic impact of the pandemic has led us to determine that a more general focus on job creation and labour market growth is appropriate. Whilst apprenticeships remain an excellent route into employment and will be developed as a key task within the plan, the unprecedented economic fallout (including mass job losses and redundancies) has meant that local people require real sustainable jobs, at all levels. The action area will be responsible for developing and maximising employment opportunities across the County Borough (and wider Gwent region), linked to the short and long-term future needs of both the local and regional economy, whilst also maximising the opportunities that will be available through the Cardiff Capital Region. The action area will link with local and regional employers, alongside the Regional Skills Partnership, to identify key sectors for growth, whilst also working with the range of employment support programmes to ensure participant training and work experience is matched to these demand sectors to provide an appropriately skilled workforce. Apprenticeships remain a key part of this approach and will be developed by establishing an all age apprenticeship programme that meets the future skill requirements of the PSB partner organisations and aligns to the 'Skills for the Future' Programme. The overall aim of the apprenticeship programme will be to provide a holistic 'one stop shop' employment support and training programme for all ages, in order to meet the current and future skill requirements of PSB partner organisations and local employers, and make a significant impact on reducing levels of inactivity and unemployment amongst local residents.

<b>Roles</b>	<b>Names</b>	<b>Email address</b>
<b>Lead PSB Member Champion</b>	Christina Harray, CCBC	<a href="mailto:harrhc@caerphilly.gov.uk">harrhc@caerphilly.gov.uk</a>
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**Delivery Partners**

(List of groups and individuals involved in delivery and regular updates)

**Note: Delivery partners will change over the lifetime of the Well-being Plan.**

<b>Name</b>	<b>Organisation</b>	<b>E-mail address</b>
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Number	Priority Areas of Activity
AA2b.1	Establish an all age apprenticeship programme across PSB member organisations with a co-ordinated point of access.
AA2b.2	Maximise the opportunities for residents through the Cardiff Capital Region City Deal and the Valleys Task Force, through local and regional job creation.

Outcomes to be worked towards under this Action Area/Enabler <small>(need to include local and national outcomes)</small>	Measures for this Action Area/Enabler
<p>Identify labour market demands and growth sectors across the Borough and wider Gwent region</p> <p>Support local and regional employers to grow sustainably through the provision of an appropriately skilled workforce</p> <p>Support local town centres and high streets to grow sustainably through engagement with employability support schemes to match emerging workforce (including those made redundant due to pandemic fallout) with labour demand</p> <p>Aim to reduce the impact of poverty by supporting people into better employment prospects.</p> <p>Support schools to help those who do not wish to follow a traditional attainment pathway to access alternative provision.</p> <p>Provide an all age, all level apprenticeship programme for residents of the county borough, and ensure that we raise awareness of the opportunities available within our communities.</p>	<p>Increase the number of people supported into employment via the flagship employment programmes.</p> <p>Increase the number of residents engaged in apprenticeships, traineeships and work placement opportunities.</p> <p>Increase the number of local businesses offering opportunities for apprenticeships, traineeships, work placements and sustainable employment.</p> <p>Increase the number of apprenticeships, work placements and employment opportunities provided by Caerphilly Homes and housing associations.</p> <p>Increase the number of opportunities for apprenticeships, traineeships, work placements and sustainable employment provided as a result of links with procurement contracts.</p> <p><u>12 Month Measures</u></p>

Align communication pathways and approaches to promote apprenticeship opportunities to the new approach being developed by WG i.e. the replacement for the Apprenticeship Matching Service.

Ensure that the local delivery of work programmes aligns and maximises opportunities from Caerphilly PSB apprenticeship programme.

Maximise the links and develop appropriate pathways to the apprenticeship opportunities available via the Cardiff Capital Region City Deal.

- Achieve annual targets for people into work via employment support programmes
- Support local employers via participant matching with Employability Support programmes
- Link local solutions with national redundancy/job support programmes (DWP /WG) such as Job Centre Plus; Restart; Jobs Growth Wales; ReAct
- Promote Kickstart takeup within CCBC departments and partner organisations, linking to Employability Support participants where appropriate
- Complete full pilot year of Caerphilly Academy – Gateway to Employment (apprenticeship programme)
- Work with Procurement departments to maximise community benefits and targeted recruitment and training opportunities (arising from public sector contracts)

**National indicators**

Percentage of people in education, employment or training, measured for different age groups - Welsh Government Measures of Participation

<b>Action Area: AA2b - Apprenticeships</b>	
<b>Priority Area of Activity</b>	<p>AA2b.1 – Establish an all age apprenticeship programme across PSB member organisations with a co-ordinated point of access.</p> <p>AA2b.2 – Maximise the opportunities for residents through the Cardiff Capital Region City Deal and the Valleys Task Force, through local and regional job creation.</p>

**The overall aims of the Job Growth & Employability Support Action Area are to:**

- **Grow the potential for residents of the county borough to access employment through the provision of local jobs, particularly in demand sectors; and development of routes into these careers including work experience, traineeships, apprenticeships and higher apprenticeships**
- **Ensure that socially and economically disadvantaged individuals are able to access training and apprenticeship opportunities that will increase their employment prospects based on local labour market demand, including progression pathways from Employment Support programmes**

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short term (1-2 years)	Medium term (3-4 years)	Long term (5 years +)
<b>Employment, Education and Training</b>						
A	Support local and regional employers to grow sustainably through the provision of an appropriately skilled workforce (utilising processes including redundancy response and promoting initiatives such as the Welsh Government Employer Incentive Scheme, providing a financial incentive for businesses to recruit apprentices)	AA2b.2	Allan Dallimore Andrew Griffiths Sarah-Jayne Irish		X	X
B	Support local town centres and high streets to grow sustainably through engagement with employability support schemes to match emerging workforce with labour demand (utilising processes including redundancy response, Kickstart, Jobs Growth Wales)	AA2b.2	Allan Dallimore Andrew Griffiths Sarah-Jayne Irish		X	X
C	Engage effectively with local communities and residents to promote placement, apprenticeship and employment opportunities offered by PSB partner organisations	AA2b.1	Allan Dallimore Andrew Griffiths Sarah-Jayne Irish	X		
D	Work with the Procurement Enabler to maximise community benefits and targeted recruitment and	AA2b.1	Allan Dallimore Andrew Griffiths Sarah-Jayne Irish	X	X	

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	training opportunities arising from public sector contracts		(with Ian Evans – Procurement Lead)			
E	Maximise the earning capacity of residents by ensuring they have the right qualifications and skills to meet local labour market needs	AA2b.1	All group members		X	X
F	Ensure apprenticeship and employment pathway programmes are aligned to workforce planning needs and where skill shortages are evident, including areas and roles that are difficult to recruit to across PSB partner organisations	AA2b.1	All group members	X	X	
G	Create a robust schools, college and vocational career pathway into employment, in particular working closely with schools and colleges to engage young talent into vocational pathways as an alternative to university. This includes work experience placements and links with local businesses	AA2b.1	Matthew Tucker	X	X	
H	Ensure existing staff within PSB partner organisations are able to undertake training to improve their skills and knowledge, and access apprenticeship opportunities where appropriate	AA2b.1	Helena Williams	X	X	
I	Develop a shared apprenticeship programme (Caerphilly Academy) within the local authority and across PSB partner organisations	AA2b.1	All	X	X	
J	Promote Welsh Government initiatives (including Kickstart, Jobs Growth Wales, Traineeships) to employers as an entry point to apprenticeships and/or sustainable employment	AA2b.1 AA2b.2	Allan Dallimore Andrew Griffiths Sarah-Jayne Irish		X	X

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short term (1-2 years)	Medium term (3-4 years)	Long term (5 years +)
<b>Communities, Outreach and Links</b>						
K	Develop a career offer locally that promotes the foundational economy as a route to economic prosperity for people of all backgrounds (linking to the Resilient Communities Action Area), supported by appropriate pathways	AA2b.1	All group members		X	X
L	Provide support to businesses to improve their competitive edge and to take advantage of new opportunities through the provision of placements, apprenticeships and/or paid employment – linking directly to available regional workforce via employment support programmes	AA2b.1 AA2b.2	Allan Dallimore Andrew Griffiths Sarah-Jayne Irish	X	X	
M	Develop close links with the Volunteering element of the Action Area to provide residents with opportunities for progression into employment	AA2b.1	Stephen Tiley	X		
Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		

				Short term (1-2 years)	Medium term (3-4 years)	Long term (5 years +)
<b>Platforms and Communication</b>						
N	Map all current traineeship and apprenticeship programmes and structures across PSB partner organisations	AA2b.1	Vicki Doyle Helena Williams	X		
O	Explore the most appropriate way to deliver a 'one stop shop' approach across PSB partner organisations, to raise awareness of apprenticeship opportunities	AA2b.1	Allan Dallimore Andrew Griffiths Sarah-Jayne Irish	X	X	
P	Identify how best to influence and maximise apprenticeship and training opportunities from the Cardiff City Region for Caerphilly county borough and its residents	AA2b.2	Allan Dallimore Andrew Griffiths Sarah-Jayne Irish	X	X	
Q	Engage with schools at the earliest possible opportunity in a child's life to highlight the positive benefits of apprenticeships as a realistic alternative to university	AA2b.1	Matthew Tucker	X	X	
R	Identify upcoming growth sectors and labour market demand across Borough and wider Gwent region	AA2b.1 AA2b.2	Allan Dallimore Andrew Griffiths Sarah-Jayne Irish		X	

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
Prolonged impact of COVID pandemic continues to negatively affect local, regional and national economy in long term	Medium	Maintain strong relationships with local employers to continue to provide high quality workforce support and identify trends for upcoming redundancies or recruitment	Allan Dallimore
End of ESF funding (and/or failure to replace with alternative provision) resulting in end of available employability support	Medium	Work closely with WG account managers and regional groups to respond to changes in programme funding and develop new programme plans as new funding sources emerge	Allan Dallimore
WG funding and direction regarding eligibility, priority pathways and regional delivery – may not link to local labour market needs	High	Develop close working links with WG and all appropriate partners	Allan Dallimore
Limitations of apprenticeship pathways and frameworks available – barriers to developing new pathways to meet identified local needs	Medium	Promoting the apprenticeships amongst employers (within and outside the county borough) to create wider demand for new apprenticeship development	Delivery Group
Schools do not recognise apprenticeships as a viable alternative career pathway, particularly for more able and talented pupils	Medium/High	Support schools to understand the good quality apprenticeship opportunities that are available, including better communication of benefits to parents	Matthew Tucker
Public sector financial restraints due to shrinking budgets and the need for robust succession planning	High	Invest in the long term sustainability of our organisations and ensure that future workforce development needs are identified and planned for	Caerphilly PSB
Attitudes of individuals from workless households who do not recognise the benefits of undertaking training, securing an apprenticeship or seeking employment	High	Engagement and awareness raising amongst affected individuals of the benefits of developing skills and securing employment	Allan Dallimore/ Matthew Tucker

Effects of Brexit on funding streams to support education and training activities, employment and communities	High	Consider better targeting of priorities and ensure we are involved in discussions around the future of the Shared Prosperity Fund	James Owen
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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 WFG 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 its 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><b>Well-being Objectives</b></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><b>Initial Project Development</b></p> <p>This action area contributes to the overall aims of ‘The Caerphilly We Want’ Well-being Plan 2018-2023. It supports the achievement of the plan’s four Well-being Objectives:</p> <table border="0"> <tr> <td>Objective 1: Positive Change</td> <td>A shared commitment to improve the way we work together</td> </tr> <tr> <td>Objective 2: Positive Start</td> <td>Giving our future generations the best start in life</td> </tr> <tr> <td>Objective 3: Positive People</td> <td>Empowering and enabling our residents to achieve their own potential</td> </tr> <tr> <td>Objective 4: Positive Places</td> <td>Enabling our communities to be resilient and sustainable</td> </tr> </table> <p>In particular, this Action Area will contribute to Objective 3: Positive People as being able to access training, apprenticeship and employment opportunities are key to empowering and enabling all our residents to achieve their own potential.</p> <p>One of the major issues identified in the Assessment was the relatively high level of unemployment and, in particular, economic inactivity within the county borough, which has been further heightened as a result of the covid-19 pandemic. Unfortunately, some of our local residents have never worked or are employed in very low skilled jobs as they lack the qualifications, skills or confidence they need in order to engage fully with the labour market.</p>	Objective 1: Positive Change	A shared commitment to improve the way we work together	Objective 2: Positive Start	Giving our future generations the best start in life	Objective 3: Positive People	Empowering and enabling our residents to achieve their own potential	Objective 4: Positive Places	Enabling our communities to be resilient and sustainable
Objective 1: Positive Change	A shared commitment to improve the way we work together								
Objective 2: Positive Start	Giving our future generations the best start in life								
Objective 3: Positive People	Empowering and enabling our residents to achieve their own potential								
Objective 4: Positive Places	Enabling our communities to be resilient and sustainable								

	<p>Some of our residents come from families where no-one has worked for generations, and therefore they will require intensive support and opportunities to develop and build on their knowledge and skills.</p> <p>In particular, apprenticeships, which form a key element of this plan, are part of one of the five Action Areas (Volunteering and apprenticeships) within the Wellbeing Plan. Apprenticeships were seen as a route to sustainable and well paid employment. Not only finding work but also having opportunities to progress were seen as vital. Apprenticeship opportunities for all residents, both younger and older, were thought to be extremely important, with increasing employability being fundamental to tackling poverty and reducing inequality amongst our residents.</p> <p>This Action Area will help to ensure that our residents are able to provide for and look after their families, which will increase their mental and physical well-being. They will also develop the resilience they need to support themselves throughout their lives. They will be productive members of society and be able to fully contribute to their local community.</p>
<p><b>Five Ways of Working</b></p> <p>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><b>Initial Project Development</b></p> <p><b>Long term</b> – by its nature this Action Area aims to support our current and future generations. The revisited key tasks will focus on job creation and local economic growth in the wake of the pandemic, whilst also helping to ensure that the current working age population have the qualifications, skills and knowledge they need to secure and maintain long term, well paid employment. In addition, if schools recognise apprenticeships are a good career path for <u>all</u> pupils (including those who are more able and talented) it will help to ensure that all pupils leave school with a well-defined career path that can be developed through their working lives. Addressing issues of high unemployment, low literacy and numeracy skills and lack of ambition (particularly in our more deprived communities) will also help to ensure that all children are able to have fulfilling and rewarding careers in the future.</p> <p><b>Prevention</b> – Focusing employability support and job growth on demand sectors, according to labour market intelligence, will provide greater sustainability in terms of employment. If we provide opportunities for our residents to undertake work experience, traineeships and</p>

apprenticeships in growing sectors, this will help them to develop the knowledge and skills they need to enter employment, and hopefully secure better employment opportunities long term. This will help to prevent future generations having to live their lives with the consequences of high generational unemployment, low literacy and numeracy skills, lack of ambition and poor attitudes to work.

**Integration** – This Action Area is a key priority for the Caerphilly PSB and its partner organisations. In terms of job creation, there are a range of opportunities to work with services to grow employment opportunities through procurement contracts and community benefots; and to work collaboratively to meet demand in growth sectors on a regional basis. Most partner organisations already offer some form of traineeships or apprenticeships, whether formally or informally. Bringing all these opportunities together and making them accessible in one place will enable residents to access those opportunities much more easily than is possible at the present time. One of the key tasks within the apprenticeship element of this plan is to develop a PSB wide apprenticeship offer, which will enable individuals to gain experience across a number of PSB partner organisations. This Action Area also seeks to develop strong links with other Enablers and Action Areas, such as the Procurement & Commissioning Enabler and the Communications & Engagement Enabler.

**Collaboration** – this Action Area was prioritised following two years of engagement work with residents, businesses, community groups and strategic partners; combined with more recent work undertaken in the wake of the COVID pandemic. Business liaison staff within the local authority are already working collaboratively with representatives from partner organisations to meet workforce needs and generate sustainable employment opportunities; and collaborative work is also ongoing at a regional level via the Cardiff Capital Region City Deal and Regional Skills Partnership. An Apprenticeships Delivery Group has been established with representation from Caerphilly County Borough Council, Aneurin Bevan University Health Board, South Wales Fire & Rescue Service, Gwent Police, Natural Resources Wales, Welsh Government, Groundwork Wales, Coleg y Cymoedd, Coleg Gwent, Cardiff & Vale College, Gwent Association of Voluntary Organisations, training providers, housing associations and the National Training Federation for Wales. This group meets on a regular basis and is responsible for taking forward the actions and key tasks detailed in this action plan on a collaborative basis.

	<p><b>Involvement</b> – This action plan has been developed through a wealth of engagement with residents, communities, partner organisations and stakeholders. This will continue throughout the life of the Well-being Plan and this action plan. The Delivery Group will ensure that all key stakeholders are involved in the work to deliver this action plan.</p>
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<p><b>Seven Well-being Goals</b></p> <p>The well-being goals must be considered as an integrated set of seven, and the well-being objectives (considered above) should maximise contribution to all seven.</p>	<p><b>Initial Project Development</b></p> <p>This Action Area will make the following contributions to the seven Well-being Goals for Wales:</p> <p><b>A Prosperous Wales</b> – good health and personal resilience will ensure that residents are able to fully engage with the labour market and help contribute to a prosperous Caerphilly county borough. A well-educated and highly skilled population will enable residents to take full advantage of the employment opportunities that exist in the local area and wider region.</p> <p><b>A Resilient Wales</b> – a good education and well developed skill-set will enable residents to respond positively to the constantly changing world that we all live in, and enable them and their families to be more resilient and adaptable to change in the future.</p> <p><b>A Healthier Wales</b> – lack of employment has a huge impact on individuals’ physical and mental well-being. Being in employment improves feelings of self-worth, self-confidence, encourages better social interaction and helps individuals to feel that they have a place and value in society.</p> <p><b>A More Equal Wales</b> – every individual deserves the opportunity to fulfil their potential, regardless of their socio-economic characteristics, background or circumstances. The right education enhanced with the appropriate skills will provide them with the tools necessary to enter and maintain employment, and take advantage of ongoing development and training opportunities that may be available.</p> <p><b>A Wales of Cohesive Communities</b> – a lack of educational qualifications, poor literacy and numeracy levels, high unemployment, long-term sickness and lack of aspiration are unfortunately entrenched in many of our deprived communities and smaller pockets across the county borough. This can feel like a self-fulfilling prophecy, with individuals unable to break out of these circumstances. This can lead to a lack of interaction within the community, and increased levels of crime and anti-social behaviour, together with increased levels of alcohol and drug use. Empowering and enabling individuals to break these cycles and encouraging them to become more involved with their local communities will help to ensure that all our communities become better places to live and work in the future.</p>
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	<p><b>A Wales of Vibrant Culture and Thriving Welsh Language</b> – a lack of interaction with the local community will mean that individuals and families do not take advantage of the social opportunities that exist. In addition, lower household income will limit the opportunities that both adults and children have to participate in activities such as sport, leisure and the arts.</p> <p><b>A Globally Responsible Wales</b> – A strong local economy where there is high employment will help to contribute to the economy both regionally and nationally, and thereby contribute to a strong global economy.</p>
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