

Lansbury Park

A Deep Place Plan

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1.0 Background

Lansbury Park is a large local authority housing estate in close proximity to Caerphilly town centre, in South Wales. The community experiences high levels of poverty and social exclusion. Lansbury Park was identified in Adamson's 1993 study¹, which was the first to identify the existence of 'the *new poverty*' in Wales. The study focused on the ten most disadvantaged communities that were highlighted in the 1991 Census. These communities consisted entirely of large local authority estates, and the 1991 Census revealed high levels of economic inactivity, with up to 50% of working age males not in employment. The 1991 Census also revealed high levels of lone parenthood in these ten communities. At the time, this was higher than that experienced in inner London, which was previously recognised as having the highest levels in the UK.

The Adamson (1993) study identified that these characteristics caused complex patterns of social exclusion that were caused by poverty and worklessness. As the first application of the theory of 'Social Exclusion' in Wales, this study recognised multiple layers of social disadvantage. Poor health and educational attainment were the primary consequences. Now, 25 years later, Lansbury Park continues to experience similar patterns of social exclusion that have become embedded at a socio-cultural level. Despite numerous Government and local authority interventions, poverty levels in Lansbury Park remain seemingly intractable and social exclusion continues to be the dominant experience. It is worth considering however, what the social conditions of the community might now be if those interventions had not taken place. Using the Deep Place method, this study examines the current socio-economic circumstances in Lansbury Park, as well as the economic and policy environment that now exists.

2.0 The Deep Place Approach to Community Renewal

The Deep Place method is an innovative approach to sustainable community and economic renewal. It has been designed to address issues in localities where long-term economic inactivity has become normalised and where poverty and disadvantage are entrenched. Such localities often receive significant public resources, but the key challenges remain unchanged. The method analyses the severity of the challenges, but also seeks to identify the positive opportunities that exist at the local level, including the range of people and community assets available.

The central principle of the Deep Place approach is that economic inactivity is the ultimate '*cause of the causes*' of poverty. Conventional approaches tend to direct resources solely at the secondary causes of poverty, including poor housing, low educational attainment and poor health performance. Deep Place seeks to unify these with a local economic development and employment strategy. It combines and collates the existing range of interventions with a direct approach to creating employment for marginalised populations.

¹ Adamson, D. (1996). *Living on the Edge: Poverty and Deprivation in Wales*. Gomer Press: Llandysul.

2.1 Theoretical Underpinning of Deep Place

Deep Place is influenced by a combination of three theoretical approaches; these include:

- **Transition Planning:** current approaches to fulfilling community needs such as food and energy, will be required to change as the low carbon imperative becomes more urgent. Rather than waiting for an ecological crisis to occur, planning for change can help ensure a more managed transition. A managed process can also ensure that the process of change itself becomes a potential source of employment and local economic activity, such as Smart Energy supply and conservation and assist with this.
- **Total Place:** an approach to public service reform that seeks to better coordinate services to achieve maximum impact. It adopts a place-based focus and conducts a radical review of public and third sector services to assess how well they meet the outcomes required by residents, and how they could improve impact and value for money.
- **Foundational Economy:** focuses on the supply of goods and services that are required by every community to maintain daily existence. These are described as the 'mundane' goods of food, clothing, shelter, energy, food and key services such as health, education, transport and housing. The foundational economy has the potential to create new jobs in low threshold entry employment, and is ideally suited to populations where long-term economic inactivity is the norm.

2.2 Method

Reconnecting economically and socially marginalised communities with employment opportunities is the primary means for combating long-term poverty and social exclusion. This is especially true for young people, where collective experiences have created a peer culture with very low aspiration and associated patterns of learning disengagement. The Deep Place approach seeks to identify employment potential by examining the sectors of the local economy where growth is possible, and where the lower level skills required allow recruitment of unskilled people with low levels of confidence and experience. For those with the most serious challenges to labour market entry, it provides volunteering opportunities at community level. These strategies also involve cultural change that challenges peer cultures and develops new aspirational horizons, particularly for young people in the community.

2.3 Key Stages of the Deep Place Method

Phase One: a Deep Place study begins with a localised 'deep' quantitative and qualitative profiling of the community to comprehensively map the key challenges and opportunities in the locality. This phase combines official statistics and agency-led health, housing and educational data with community views. Qualitative data is largely derived from a series of 'Think Spaces', which also provide opportunities for service providers and local residents to collectively explore challenges and potentially innovative service delivery options. The resulting profile provides evidence for the planning of more integrated services, as witnessed in the Total Place approach. Opportunities to better integrate and coordinate local services are identified, to ensure that they meet the current needs of residents, rather than pre-existing

assumptions about the community. This phase develops a comprehensive community profile to inform the following phases.

Phase Two: begins with an analysis of the local economy to identify key local ‘anchor institutions’. Anchor organisations are the foundational economy bedrock of a locality and include local government, hospitals, universities, colleges and utility companies. These become the trigger for local economic revitalisation by developing social procurement and recruitment practices linked to ‘targeted recruitment and training’ of locally marginalised populations. Not limited to the public sector, this Phase seeks to identify the broader local economic conditions and specific opportunities for local economic development. It attempts to identify the potential for social enterprise formation, intermediate employment schemes and small business formation and development. Potential areas for development can include: energy supply and conservation, local food production, care services, tourism, leisure, catering, and e-commerce and employment.

Phase Three: is the delivery stage of a Deep Place programme and is achieved by bringing all potential contributing agencies into a ‘coalition for change’, which seeks to unify and coordinate services and responses. This can be created by the repurposing of an existing partnership or by the forging of a new coalition of service providers, community organisations and local businesses. It places the community’s interests at the heart of decision making and resource allocation.

3.0 A Profile of Lansbury Park

This profile has been undertaken using the Atmosphere, Landscape and Horizon (ALH) framework developed by the Centre for Regeneration Excellence Wales (CREW)² as a tool to assess communities and their social integration. It is consistent with the Deep Place approach because of its focus on the socio-cultural impact of long-term poverty. It also provides an analytical framework that can identify the connection between the physical characteristics of a place and lived experience of residents. These insights are central to the development of a Deep Place Plan for a community. The ALH analysis also provides a baseline profile against which future change can be measured.

The community profile derived from the ALH framework identifies three domains that have a significant impact on the level of social exclusion experienced within a community. These domains are:

- **Landscape:** the ‘Landscape’ of a place reflects its physical characteristics and the ways these influence the local quality of life. These characteristics include the structure and design of the built environment and the public realm. As a tool for analysis it asks a series of questions, including: What is the quality and appearance of local housing? What is the housing density and distribution? Are there green spaces and gardens, and are they well-kept and attractive? Are there play and

² Adamson, D. and Burgess, K. *Atmosphere, Landscape and Horizon: A Regeneration Impact Assessment Toolkit*. CREW.

sports spaces, and functional public spaces that contribute positively to the atmosphere of the community? Are there services provided that are required by residents for shopping, learning, health and well-being, and exercise? Is the community well connected internally by good roads and paths, and externally by transport links and information technologies? Are the streets clean and is there good lighting?

- **Atmosphere:** the 'Atmosphere' refers to the 'feel' of a place. As a tool for analysis it asks a series of questions, including: Is it somewhere *you* would like to live? Is it welcoming or hostile? Does it feel safe or dangerous? Do residents have a sense of identity, and is that positive or negative? Is it a tight-knit community or one fractured by difference and inequality? Is it a community respected by others or stigmatised for crime, anti-social behaviour and substance misuse? All these issues are key parts of a regeneration process that seeks to ensure that a community is good place to live, and where residents feel pride and a sense of belonging.
- **Horizon:** the 'Horizon' of a community describes the sense of socio-economic horizon experienced by residents. It is concerned with cultural and psychological horizons, and the ways in which residents orientate themselves towards the external world. As a tool for analysis it asks a series of questions, including: Are residents empowered to interact with the wider social and economic world, or is life restricted to the community by low educational attainment, worklessness and lack of confidence? Do residents travel outside for work, leisure and learning or are they trapped by low aspirations within a peer culture that is passive and lacks direction? Most fundamentally, is there social provision which builds bridges to the outside worlds of employment, education and healthy living?

3.1 Landscape Analysis

Lansbury Park is situated approximately one mile from Caerphilly town centre. This is a 20 minute walk, or a journey that takes approximately 3-5 minutes by car or bus. The includes 520 one, two and three-bedroom social housing properties. The majority (343) are in a link layout, and there are 84 first floor flats and 92 ground floor flats, as shown in Table One below. In addition, there a large number of privately owned properties.

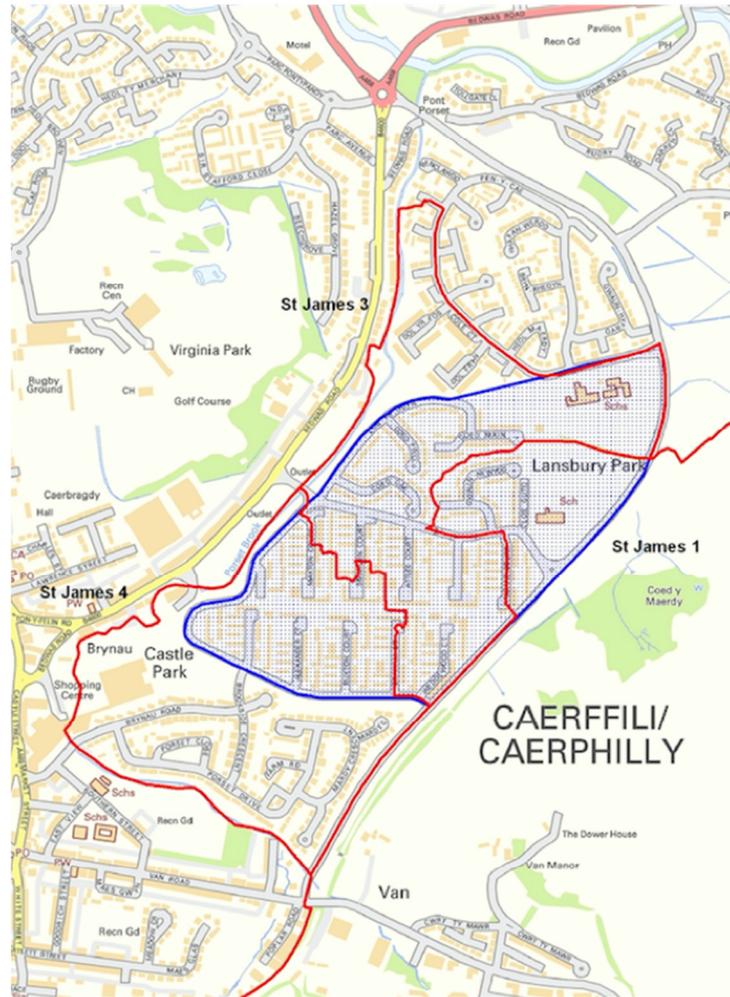
Table 1

Social Housing - Caerphilly CBC	
	No.
Total Council Properties	520
Tenanted	513
Void	7
Bedrooms	
1	176
2	104
3	240
Property Archetype	
FLAT (FIRST FLOOR)	84
FLAT (GROUND FLOOR)	92
HOUSE (DETACHED)	1
HOUSE (END-TERRACE)	131
HOUSE (MID-TERRACE)	212
Bedrooms/Archetype	
1 BED FLAT (FIRST FLOOR)	84
1 BED FLAT (GROUND FLOOR)	92
2 BED HOUSE (END-TERRACE)	29
2 BED HOUSE (MID-TERRACE)	75
3 BED HOUSE (DETACHED)	1
3 BED HOUSE (END-TERRACE)	102
3 BED HOUSE (MID-TERRACE)	137

Source: Caerphilly CBC

The Estate is typical of many built in the post-war period with poor physical layout. It is bordered by Van Road, the B4600 and an Estate peripheral route. This creates a clearly demarcated 'estate' environment that can add to the patterns of social exclusion. Communities of this type can create local social environments where residents live almost entirely within the estate boundaries. This can exaggerate the impact of peer cultures, including attitudes to school, post-16 education and employment. Estates of this pattern can also lack internal social cohesion and tend to separate into distinct internal boundaries that challenge the development of overall social cohesion.

Figure 1: Lansbury Park Location and Boundary



Source: Caerphilly CBC

The social housing on Lansbury Park has already benefited from internal improvement undertaken to meet the Welsh Housing Quality Standard (WHQS) programme. Externally, the housing remains physically unattractive. The poor visual amenity of the housing has a direct impact on the lived experience of the residents, and the environment does not help raise aspirations and confidence.

While there is around 43 acres of green space³ in various locations on the Estate, this is largely treeless and lacking in any form of amenity, and currently it does little to improve the poor physical environment. Play equipment has also been reportedly removed from the Estate due to a lack of a maintenance budget. Consequently, the Estate is a sterile urban landscape, with little to break up the pattern of housing, parking areas and walkways. A large playground and skate park facility was developed on the south eastern edge of the Estate, adjacent to St Helen’s RC Primary School, to provide an important amenity, particularly given the higher than Wales average number of young people resident on the Estate (see Table 3 below).

³ Housing, Environment, Food and Energy Think Space, 8th September 2016.

The lack of shopping facilities evident on the Estate are compensated for by the close proximity of the town centre and a Morrison’s supermarket. As a consequence, residents should not experience the same barriers to securing fresh food and fruit that is often experienced on other housing estates of this type. Nevertheless, Lansbury Park has a very poor urban environment that reflects and contributes to the overall poverty of the community. Although it is in close proximity to the wider community and town centre, it has well defined physical boundaries that reinforce the social boundaries experienced by its residents. It is a typical example of estates built during the 1960s, which have become characterised by poor public space and minimum amenities.

In the Landscape analysis, this is one of the most challenging urban environments in Wales. Such places have been termed ‘criminogenic’ in that they foster and encourage high crime rates⁴. In the early 2000s, the National Strategy for Neighbourhood Renewal targeted similar communities in England with reasonable success in reducing crime rates and the fear of crime. Similarly, in the first phase of Communities First these environmental patterns were targeted as one of the five domains selected for action. Very few Communities First Partnerships focused on this aspect of regeneration however, concentrating instead on more urgent anti-poverty measures.

Physical environments such as those found on estates like Lansbury Park, do not support good physical and mental health and well-being. The absence of attractive green space limits play opportunities, and active travel is discouraged when estates are so clearly bordered by highways. Those born after 1970 on such estates are twice as likely to suffer from mental health problems as the general population⁵. These physical features are reflected in the Welsh Index of Multiple Deprivation (WIMD), and as seen in Table Two below, the main LOSA within which Lansbury Park is located are the 294 and 268 respectively most deprived in the Physical Environment and Housing domains.

Table 2

Welsh Index of Multiple Deprivation 2014 - St. James 3, Caerphilly								
WIMD 2014	Income	Employment	Health	Education	Access to Services	Community Safety	Physical Environment	Housing
1	4	3	3	1	558	104	294	268

Rank 1-1909, Source: WIMD 2014

Lansbury Park consequently presents ‘landscape’ related issues that are both a consequence of, and a contribution to the creation, maintenance and inter-generational transmission of poverty. Addressing landscape issues can be difficult and expensive however, the poor urban environment of Lansbury Park requires significant redress as part of any overall commitment to estate renewal. This should not be done in isolation from later Action Points in this Report that address the social and economic characteristics of the Community. Although it can contribute to the

⁴ Cozens, P. Hillier, D. and Precott, G., (1999). ‘The Sustainable and the Criminogenic: the Case of New-Build Housing Projects in Britain’; *Property Management*, 17/3: 252-261.

⁵ Fabian Society (2009). *The Local Health Service*.

overall strategy for change, physical regeneration alone does not change the character of a place.

Enveloping schemes that address the physical appearance of housing have proved effective in changing community perceptions and improving the visual amenity of poor urban environments. Such schemes can be relatively expensive to deliver depending on the building fabric of the existing properties. Without some degree of physical change however, it is hard to promote cultural change. Physical change can be a clear signal that change is both possible and actual, and residents are subsequently more likely to engage in social change programmes.

As well as the larger physical interventions, relatively minor action that does not require significant budgets can have important impacts on physical environments. These can include:

- Good maintenance of green areas with prompt grounds maintenance, rubbish clearance and strategies to eliminate fly tipping;
- Planting of green spaces with robust trees and shrubbery;
- Peppering 'pocket parks' with play equipment throughout the estate;
- Regular estate clean ups involving residents;
- Creation of 'community gardens' managed by residents;
- Improvements to lighting;
- Improvements to footpaths, including recognising and formalising 'desire lines';
- Selective housing demolition to improve pedestrian permeability;
- Traffic calming.

Often, some of these measures are not delivered because of a history of vandalism of previous efforts. This a clear risk, and mitigation is best achieved by the full involvement of residents in the conception, design, implementation and future management of developments. Engagement strategies should specifically target young people and ensure that measures fully reflect their ambitions for their community. Partnership working with key local and regional agencies is also the key to delivering some environmental improvement. The Groundwork Lottery bid for greening and growing initiatives on the Estate is an excellent example of what might be achievable.

3.2 Atmosphere Analysis

Poor environments can restrict quality of life in many ways. Everyone has a picture of an ideal community that is primarily visual in character. The 'atmosphere' of a community is partially determined by its landscape features. Poor urban environments do not foster good mental health and well-being. They also create crime opportunities and can fuel a fear of crime. The primary determinants of the atmosphere of a place however, are demographic and socio-cultural. The social, cultural, ethnic, socio-economic and community relationships that exist in a community determine how it feels to live within it.

Consequently, an analysis of atmosphere begins with demographics. Tables 3 and 4 below collate a range of demographic data drawn from the 2011 Census. Having now passed the mid-point of the Census period there are some caveats about its use and the 'shelf-life' of the data, but it remains the most comprehensive dataset available. Communities like Lansbury Park do not change rapidly, particularly, for example in patterns of immigration or employment.

Table 3

Census Profile									
Population					Economic Activity				
	Lansbury Park		Caerphilly	Wales		Lansbury Park		Caerphilly	Wales
	No.	%	No.	No.		No.	%	No.	No.
Total	2,230		178,806	3,063,456	Total males 16 - 74 years	766		64,530	1,112,839
Males	1,088	48.8	87,701	1,504,228	Total females 16 - 74 years	811		66,420	
Females	1,142	51.2	91,105	1,559,228		No.	%	%	%
Age Structure					Males 16 - 74 years who are economically active	383	50.0	70.0	70.3
	Lansbury Park		Caerphilly	Wales	Females 16 - 74 years who are economically active	332	40.9	59.9	61.3
	No.	%	%	%	Males 16 - 74 years who are:				
0 - 4 years	196	8.8	6.3	5.8	Working full time	193	25.2	46.9	43.3
5 - 9 years	174	7.8	5.8	5.3	Working part time	53	6.9	5.5	6.1
10 - 14 years	176	7.9	6.2	5.8	Self employed	32	4.2	9.2	12.5
15 - 19 years	146	6.5	6.3	6.5	Unemployed	91	11.9	6.6	5.5
20 - 24 years	148	6.6	6.1	6.9	Full time student	14	1.8	1.7	2.9
25 - 29 years	172	7.7	6.3	6.1	Females 16 - 74 years who are:				
30 - 44 years	401	18.0	19.9	18.6	Working full time	120	14.8	30.0	28.1
45 - 59 years	432	19.4	20.0	19.9	Working part time	145	17.9	20.7	21.6
60 - 64 years	124	5.6	6.6	6.7	Self employed	8	1.0	2.9	4.9
65 - 74 years	189	8.5	9.3	9.8	Unemployed	46	5.7	3.7	3.2
75 - 84 years	60	2.7	5.3	6.1	Full time student	13	1.6	2.6	3.6
85 - 89 years	9	0.4	1.3	1.6	Economic Inactivity				
90 and over	3	0.1	0.6	0.8		Lansbury Park		Caerphilly	Wales
Ethnic Group						No.	%	No.	No.
	Lansbury Park		Caerphilly	Wales	Males 16 - 74 years who are economically inactive	383		30.0	29.7
	No.	%	%	%	Females 16 - 74 years who are economically inactive	479		40.1	38.7
White	2,168	97.2	98.4	95.6		No.	%	%	%
Mixed/multiple ethnic groups	25	1.1	0.6	1.0	Males 16 - 74 years who are:				
Asian or Asian British	30	1.3	0.5	1.8	Retired	94	12.3	14.1	14.1
Black/African/Caribbean/Black British	0	0.0	0.1	0.6	Student	44	5.7	4.3	6.2
Chinese	5	0.2	0.3	0.5	Looking after home/family	23	3.0	1.2	0.9
Other	2	0.1	0.1	0.5	Long-term sick/disabled	187	24.4	8.6	6.5
National Identity					Other	35	4.6	1.8	1.9
	Lansbury Park		Caerphilly	Wales	Females 16 - 74 years who are:				
	No.	%	%	%	Retired	135	16.6	18.0	18.0
'English' national identity	133	6.0	5.6	13.9	Student	34	4.2	4.6	5.7
'Welsh' national identity	1,835	82.3	80.5	65.9	Looking after home/family	117	14.4	7.3	6.7
'Scottish' national identity	12	0.5	0.4	0.6	Long-term sick/disabled	136	16.8	7.8	6.0
'Northern Irish' national identity	0	0.0	0.1	0.2	Other	57	7.0	2.4	2.2
'British' national identity	426	19.1	22.3	26.3	Hours Worked				
'Irish' national identity	2	0.1	0.2	0.4		Lansbury Park		Caerphilly	Wales
'Other' national identity	26	1.2	1.4	3.9		No.	%	%	%
<i>Note: people could tick more than one option, so may appear in these figures multiple times</i>									
Marital Status					Males:				
	Lansbury Park		Caerphilly	Wales	15 hours and under	16	5.6	4.3	5.7
	No.	%	%	%	16 - 30 hours	50	17.5	8.6	10.2
All people aged 16+	1,649		143,825	2,507,160	31 - 48 hours	192	67.1	72.2	66.4
Single (never married/reg same-sex civil p'ship)	715	43.4	32.3	33.5	49 hours or more	28	9.8	14.9	17.7
Married	497	30.1	48.0	46.6	Females:				
In registered same-sex civil partnership	2	0.1	0.2	0.2	15 hours and under	50	17.6	11.0	13.0
Separated (legally married/in same-sex civil p'ship)	51	3.1	2.1	2.2	16 - 30 hours	105	37.0	31.4	32.9
Divorced (or legally dissolved same-sex civil p'ship)	277	16.8	9.9	9.7	31 - 48 hours	122	43.0	53.4	48.7
Widowed (or surviving a same-sex civil p'ship)	107	6.5	7.6	7.9	49 hours or more	7	2.4	4.1	5.4
Car/Van Ownership					Lone Parents				
	Lansbury Park		Caerphilly	Wales		Lansbury Park		Caerphilly	Wales
	No.	%	%	%		No.	%	%	%
Households with no car/van	532	54.8	24.4	22.9	All lone parent (16-74) HHs with dependent children	174		6,478	97,524
Households with one car/van	347	35.8	43.2	43.0	In part time employment	41	23.6	29.7	33.5
Households with two cars/vans	67	6.9	25.0	25.8	In full time employment	18	10.3	26.1	25.0
Households with three or more cars/vans	24	2.5	7.4	8.3	Not in employment	115	66.1	44.2	41.5

Table 4

Health and Provision of Unpaid Care					Qualifications - residents aged 16 and over				
	Lansbury Park		Caerphilly	Wales		Lansbury Park		Caerphilly	Wales
% of people whose day to day activities are:	No.	%	%	%		No.	%	%	%
limited a lot	441	19.8	14.0	11.9	No qualifications	864	52.4	31.4	26.0
limited a little	297	13.3	11.4	10.8	Highest qualification:				
not limited	1,492	66.9	74.6	77.3	Level 1	234	14.2	14.9	13.3
% of people aged 16-64 whose day to day activities are:	No.	%	%	%	Level 2	216	13.1	16.2	15.7
limited a lot	306	13.7	6.7	5.3	Apprenticeship	35	2.1	3.9	3.9
limited a little	199	8.9	6.3	5.5	Level 3	117	7.1	11.2	12.3
not limited	883	39.6	50.9	52.7	Level 4 and above	127	7.7	18.7	24.5
% of people whose health was:	No.	%	%	%	Other qualifications/level unknown	56	3.4	3.7	4.3
Very good	829	37.2	44.4	46.6	Household Spaces and Accommodation Type				
Good	655	29.4	30.4	31.1					
Fair	421	18.9	15.9	14.6					
Bad	270	12.1	7.2	5.8	All household spaces	1,001		74,479	1,385,521
Very bad	55	2.5	2.1	1.8	No.	%	%	%	
All people who provide unpaid care	251		22,721	370,230	% Detached house	63	6.3	16.1	27.7
% of people who provide unpaid care:	No.	%	%	%	% Semi-detached house	128	12.8	39.2	31.0
1 - 19 hours per week	101	40.2	53.9	57.4	% Terraced house	501	50.1	36.1	27.8
20 - 49 hours per week	38	15.1	15.4	14.6	% Flat, maisonette or apartment	309	30.9	8.6	13.1
50 hours or more per week	112	44.6	30.6	28.0	% Caravan/other mobile or temporary structure	0	0.0	0.0	0.4
Industry of Employment					Household Tenure				
	Lansbury Park		Caerphilly	Wales		Lansbury Park		Caerphilly	Wales
	No.	%	%	%		No.	%	%	%
Agriculture, forestry & fishing	2	0.3	0.3	1.7	Owner occupied	261	26.9	69.6	67.8
Mining & quarrying	0	0.0	0.2	0.2	Rented from local authority	621	64.0	14.1	9.9
Manufacturing	59	10.4	16.2	10.5	Rented from housing assoc./reg. social landlord	18	1.9	4.7	6.7
Electricity, gas, steam & air conditioning supply	3	0.5	0.9	0.8	Rented from private landlord/letting agency	65	6.7	10.7	14.1
Water supply; sewerage, waste mgmt/remediation	8	1.4	1.3	0.9	Other	5	0.5	0.9	1.6
Construction	41	7.2	8.6	8.2	Household Composition				
Wholesale & retail trade; repair of motor vehicles	136	23.9	15.1	15.6		Lansbury Park		Caerphilly	Wales
Transport & storage	31	5.4	3.9	3.9		No.	%	%	%
Accommodation & food service	47	8.2	4.4	6.2	One person OAP households	107	11.0	12.3	13.7
Information & communication	8	1.4	1.9	2.3	Households containing only OAPs (more than one)	42	4.3	8.3	8.9
Finance & insurance activities	14	2.5	3.5	3.1	One person households	243	25.0	14.8	17.1
Real estate activities	7	1.2	1.1	1.3	Married/same-sex civil p'shp couple HHs with:				
Professional scientific & technical activities	18	3.2	3.8	4.3	no children	71	7.3	13.1	12.6
Admin & support service activities	39	6.8	4.5	4.0	dependent children	73	7.5	14.8	13.9
Public admin & defence; compulsory social security	26	4.6	9.1	7.9	all children non-dependent	34	3.5	7.6	6.3
Education	45	7.9	9.1	10.1	Cohabiting couple households with:				
Human health & social work activities	61	10.7	12.4	14.5	no children	39	4.0	4.6	4.6
Other industries	25	4.4	3.8	4.6	dependent children	63	6.5	5.8	4.5
Occupation Groups									
	Lansbury Park		Caerphilly	Wales	all children non-dependent	9	0.9	0.7	0.5
	No.	%	%	%	Lone parent households with:				
Managers, directors & senior officials	33	5.8	8.1	9.2	dependent children	175	18.0	8.8	7.5
Professional	42	7.4	12.7	15.8	all children non-dependent	61	6.3	4.2	3.8
Associate professional & technical	34	6.0	10.8	10.8	Other households	53	5.5	5.1	6.5
Administrative & secretarial	65	11.4	12.8	11.1	Knowledge of Welsh				
Skilled trades	67	11.7	12.8	13.4		Lansbury Park		Caerphilly	Wales
Caring, leisure & other occupations	56	9.8	10.2	10.5		No.	%	%	%
Sales & customer service	83	14.6	9.2	9.1	All people 3 years and over	2,117		171,972	2,955,841
Process, plant & machine operatives	57	10.0	10.8	8.1	People 3 years and over who:				
Elementary occupations	133	23.3	12.7	11.9	Understand spoken Welsh only	61	2.9	3.0	5.3
					Speak but cannot read or write Welsh	30	1.4	1.7	2.7
					Speak and read but do not write Welsh	16	0.8	0.9	1.5
					Speak, read and write Welsh	145	6.8	8.5	14.6
					Have another combination of skills	57	2.7	2.1	2.5
					No knowledge of Welsh	1,808	85.4	83.9	73.4

Source: 2011 Census

The first demographic feature to consider is the age structure of the community. Lansbury Park has a higher number of residents (24.5%) under 15 than the Caerphilly (18.3%) and the Wales (16.9%) figures. This can be associated with higher levels of vandalism, anti-social behaviour and more neighbour disputes caused by child-based, adult conflict. In contrast, the proportion of the population over 65 is smaller in Lansbury Park (17.3%) than for Caerphilly (23.1%) and Wales (25%). This could be the consequence of poor health outcomes and limited life expectancy, but it could also be a feature of the settlement pattern of an estate built in the 1960s. The remainder of the age profile is similar to Caerphilly and Wales in its distribution.

Lansbury Park is almost wholly ethnically white with only 3.8% self-identifying as belonging to an ethnic minority. It should be noted that for those ethnic minorities, integration and cultural acceptance could be more difficult than in areas of greater ethnic diversity. Although, it is unlikely that ethnic tensions play a role in the overall atmosphere of Lansbury Park, it should not be assumed that those from the ethnic minorities do not experience negative attitudes and behaviours towards them.

Family composition is an important determinant of the socio-cultural characteristics of a community. Lansbury Park has a significantly higher rate of lone-parenthood (18%) compared to Caerphilly (8.8%) and Wales (7.5%). Lone parenthood is a primary indicator of poverty in the UK. Early pregnancy can reduce educational outcomes and unsupported child-care responsibilities can prevent labour market entry and promote long-term welfare dependency. With appropriate support, lone parents can relatively easily enter or return to the labour market and can be considered an effective target group to begin to change the employment profile of a socially excluded population.

Current Work Surgery, Work Club and Employment and Training initiatives are provided by Communities First, but a targeted programme for lone parents that addresses the specific barriers to employment they experience could bear early fruit. This would also be an early contribution to changing the welfare dependent culture that appears to prevail in the community. This can only be challenged by examples of local people finding and maintaining employment and demonstrating to their peers the economic and cultural value of being active in the labour market.

The second key determinant of a community's atmosphere is the pattern of economic activity and inactivity. The 2011 Census provides a snapshot that reveals high levels of unemployment and wider economic inactivity in Lansbury Park. Only 50% of the male population 16-74 and 40.9% of the female population were in employment at the time of the 2011 Census. Whilst there will have been some change to these levels, the pattern of unemployment in areas like Lansbury Park tends to be long-term and structural in nature, and is often resistant to fluctuations in the wider economy.

More detail is revealed by examining the levels of economic inactivity and specifically the levels of long-term sickness and disability. Such high levels of sickness and disability have a hugely corrosive effect on local work cultures and attitudes to welfare.

Table 5

Long-Term Sick and Disabled (16-74)			
	Lansbury Park	Caerphilly	Wales
Male	24.4	8.6	6.5
Female	16.8	7.8	6

Source: Census 2011

Evidence from a review of welfare to work schemes in the Merthyr Tydfil area⁶ suggests that even those with long-term economic inactivity can, with appropriate support, return to work. The most successful schemes, including the Job Match programme, were based around long-term, tailor-made support that matched the individual claimant's social, psychological and physical condition. Practitioners recognised multiple barriers to employment, often experienced by the same individual. These included family-based barriers of child and elder care responsibilities, structural issues such as lack of access to transport, and more

⁶ Adamson, D. (2010). *Realising the Potential*. University of Glamorgan.

personal psychological barriers including low-level mental health issues, loss of confidence, and addiction issues.

More recent employment initiatives provided by Families First and Communities First have been unable to provide the level of support that experience suggests is necessary. Socially excluded populations do not respond well to generic, whole community schemes. The Job Match programme provided one-to-one case-work support over extended periods of time. It also provided support to the employer, as the person transitioning to work after a long period of economic inactivity often presented difficulties that could be overcome with appropriate support.

A further element of the atmosphere of a community is the quality of social integration, and the level of crime and anti-social behaviour. As seen in Table Six below, Police data illustrates a pattern of predominantly petty crime, with a victimisation pattern that is also likely to primarily include residents of the Estate. The crime profile appears typical for a low income, social housing community and without comparative figures for similar estates in the police district it is difficult to gauge whether it is particularly high.

Table 6

Recorded Crimes - Lansbury Park (2015/16)		
Street	Crime Category	No.
CD - ATLEE COURT	All Other Theft	3
CD - ATLEE COURT	Burglary - Dwelling	3
CD - ATLEE COURT	Criminal Damage & Arson	9
CD - ATLEE COURT	Drug Offences	4
CD - ATLEE COURT	Robbery	1
CD - ATLEE COURT	Vehicle Crime	1
CD - ATLEE COURT	Violence With Injury	4
CD - ATLEE COURT	Violence Without Injury	4
CD - WEDGEWOOD COURT	All Other Theft	1
CD - WEDGEWOOD COURT	Bicycle Theft	1
CD - WEDGEWOOD COURT	Burglary - Dwelling	1
CD - WEDGEWOOD COURT	Burglary - Non Dwelling	1
CD - WEDGEWOOD COURT	Criminal Damage & Arson	9
CD - WEDGEWOOD COURT	Drug Offences	4
CD - WEDGEWOOD COURT	Other Sexual Offences	1
CD - WEDGEWOOD COURT	Public Order Offences	2
CD - WEDGEWOOD COURT	Violence With Injury	3
CD - WEDGEWOOD COURT	Violence Without Injury	2
CD - BUXTON COURT	All Other Theft	1
CD - BUXTON COURT	Criminal Damage & Arson	9
CD - BUXTON COURT	Drug Offences	1
CD - BUXTON COURT	Misc Crimes Against Society	2
CD - BUXTON COURT	Theft From The Person	1
CD - BUXTON COURT	Violence With Injury	1
CD - BUXTON COURT	Violence Without Injury	6
CD - MAXTON COURT	All Other Theft	1
CD - MAXTON COURT	Burglary - Dwelling	1
CD - MAXTON COURT	Criminal Damage & Arson	7
CD - MAXTON COURT	Drug Offences	1
CD - MAXTON COURT	Public Order Offences	1
CD - MAXTON COURT	Violence With Injury	2
CD - MAXTON COURT	Violence Without Injury	4
CD - GRAHAM COURT	Burglary - Dwelling	1
CD - GRAHAM COURT	Criminal Damage & Arson	6
CD - GRAHAM COURT	Drug Offences	1
CD - GRAHAM COURT	Misc Crimes Against Society	1
CD - GRAHAM COURT	Violence With Injury	2
CD - GRAHAM COURT	Violence Without Injury	5
CD - GREENWOOD COURT	Burglary - Dwelling	1
CD - GREENWOOD COURT	Burglary - Non Dwelling	4
CD - GREENWOOD COURT	Criminal Damage & Arson	4
CD - GREENWOOD COURT	Drug Offences	1
CD - GREENWOOD COURT	Public Order Offences	1
CD - GREENWOOD COURT	Violence With Injury	3
CD - GREENWOOD COURT	Violence Without Injury	2
CD - ALEXANDER COURT	All Other Theft	1
CD - ALEXANDER COURT	Burglary - Dwelling	2
CD - ALEXANDER COURT	Criminal Damage & Arson	4
CD - ALEXANDER COURT	Drug Offences	1
CD - ALEXANDER COURT	Vehicle Crime	2
CD - ALEXANDER COURT	Violence With Injury	1
CD - ALEXANDER COURT	Violence Without Injury	3
CD - SNOWDEN COURT	Burglary - Dwelling	3
CD - SNOWDEN COURT	Criminal Damage & Arson	8
CD - SNOWDEN COURT	Violence With Injury	1
CD - SNOWDEN COURT	Violence Without Injury	1
CD - TREVELYAN COURT	All Other Theft	1
CD - TREVELYAN COURT	Criminal Damage & Arson	8
CD - TREVELYAN COURT	Public Order Offences	1
CD - TREVELYAN COURT	Violence Without Injury	2
CD - HALDANE COURT	All Other Theft	1
CD - HALDANE COURT	Burglary - Non Dwelling	1
CD - HALDANE COURT	Criminal Damage & Arson	1
CD - HALDANE COURT	Violence With Injury	1
CD - HALDANE COURT	Violence Without Injury	1
CD - HARTSHORN COURT	Criminal Damage & Arson	4
CD - HARTSHORN COURT	Violence With Injury	1
CD - LANSBURY PARK DISTRIBUTOR ROAD TO GREENWOOD COURT	Drug Offences	1
CD - LANSBURY PARK DISTRIBUTOR ROAD TO GREENWOOD COURT	Violence With Injury	1
CD - LANSBURY PARK LINK ROAD	Violence Without Injury	1
Total		176

Source: Police Data (2015/16)

During this research it was identified that crime levels for the Gwent police area as a whole, and for Lansbury Park in particular, had reduced from historically high levels over the last twelve months⁷. There was some discussion that this may represent, at least in part, a fall in reported crime, rather than an actual reduction. This research also noted the falling level of police resources, whilst at the same time identifying the main public concern was for a higher police presence. A Partnership Tasking Forum meets regularly, and resources for the Estate include a Caerphilly CBC employed Community Safety Officer for the ward, and a neighbourhood Police team located at Bedwas Station that includes two PCs and four PCSOs, although these cover a wider area.

Anecdotally, the research team has been made aware of high levels of drug consumption and dealing associated with the Estate, but are unable to verify if this is an accurate perception or one more associated with the general stigma of the Estate. Police data however, does identify the existence of drug offences on all the Estate's streets.

High crime levels can be reduced by rigorous policing and prosecution of offenders. This is particularly true for those dealing drugs in the community. One of the barriers to effective policing is the failure of community co-operation and the level of fear of recriminations for those who report crime. Consequently, a culture can emerge where crime becomes normalised and the community has to accept it as a penalty of living in that community. This can lead to the stigmatisation of all local residents, who can be perceived as belonging to the criminal culture associated with the community. This can add to difficulties residents experience finding employment, as well as in the dealings residents have with public agencies.

The Police can gain better intelligence from a community by engaging more fully with it through community policing tactics, and by engaging in community activities. This requires long-term allocation of personnel in order to develop a relationship with the community. The value of this approach was demonstrated by the 12 Communities First Police Teams that were established and maintained until 2007. Although diminishing police resources effectively rule out this approach.

A considerable amount of crime is perpetrated by offenders on bail or parole and rigorous imposition and policing of bail conditions can have a significant effect on crime reduction. Neighbourhood Watch approaches have proved difficult to instigate in social housing communities where trust levels can be low and relationships can be more conflictual⁸.

Lansbury experiences a clear pattern of anti-social behaviour that is likely to significantly diminish the quality of life on the estate. Again, without comparative

⁷ Crime Think Space, 6th September 2016.

⁸ Bennett, T., Holloway, K., and Farrington, D. (2008). *The Effectiveness of Neighbourhood Watch*. Campbell Systematic Reviews.

data, it is difficult to gauge if this is exceptional however, the number of incidents are sufficient to cause nuisance and impact on the overall fear of crime on the Estate. Fear of crime can have as corrosive an effect on community relations and quality of life as actual crime. The high incidence of noise nuisance stands out as a potential source of poor community relations and can impact negatively on the quality of life.

Table 7

Tenancy Enforcement Team - ASB	
Type of ASB	
Noise	83 Cases
Verbal	44 Cases
Criminal	8 Cases
Alcohol	10 Cases
Drugs	37 Cases
Hate related	2 Cases
Litter	3 Cases
Vandalism	10 Cases
Physical violence	4 Cases
Domestic Abuse	1 Cases
Misuse Public Land	1 Cases
Animal Nuisance	1 Cases
TOTAL	204 Cases
Location of ASB	
Alexander	10
Attlee	45
Buxton	13
Graham	39
Greenwood	1
Hartshorn	3
Maxton	24
Snowden	26
Trevelyan	17
Wedgewood	26
Total	204

Source: Caerphilly CBC

3.3 Horizon

The 'horizon' domain relates to the social and cultural orientation of the residents of the community. In tightly defined social housing communities negative peer cultures can become normalised. These can negatively constrain attitudes to education, training, employment and health, as well as promote criminality. Often identified in the form of low aspiration and a normalisation of poverty, behaviours can include:

- Low educational engagement and attainment;
- Poor diet and lack of exercise;
- Tobacco and alcohol addiction;
- Normalisation of economic inactivity;
- Cultural acceptance of poverty;
- Consumption of 'recreational' and hard drugs.

The primary conditioning factor is the level of material poverty experienced in the community. Table 8 below, identifies the 2016 household incomes for households in St. James 3 and St. James 4 LSOAs⁹. The data identifies the extreme levels of household poverty that exist within Lansbury Park. Of the 718 households in St. James 3, 65.7% live in poverty; and of the 675 households in St. James 4, 48% live in poverty.

⁹ As identified in Figure 1 above, Lansbury Park is predominantly contained within, and mainly accounts for St. James 3, although a smaller proportion of it is also contained within St. James 4.

Table 8

Households Living in Poverty				
LSOA name	Total No. Households	Median Household Income	No. Households	
			Below 60% of GB Median	% Households In Poverty
St James 3	718	£13,528	472	65.7
St James 4	675	£18,331	324	48

Source: CACI Paycheck, 2016

This low-income profile is clearly the result of high levels of economic inactivity and consequent benefit dependency. This is reinforced by the occupational profile of those in work. Almost 60% of the working population are employed in occupations associated with low wages, including: care, leisure, retail, plant machine operation, and elementary occupations. Professional or managerial roles are held by just 19% of the working population.¹⁰ The likely impact of this occupational pattern is the existence of 'in-work' poverty, and this can be a further discouragement to moving long-term claimants from welfare to work. This is reinforced if the broader community experience of those in employment is also characterised by poor conditions of employment and low pay.

Housing data confirms the low-income profile of the community. 80% of tenants are in receipt of Housing Benefit, and 60% of tenancies record rent arrears. Rent arrears are indicative of high household debt, as tenant priorities tend to be to pay rent before other obligations, suggesting that there will be an additional debt burden. The data also reveals the impact of 'welfare reform' and the loss of income from the 'bedroom tax' to already poor families, with 17% of tenancies affected.

Table 9

Housing		
Rent Arrears		
	No.	Value
Total	313	£77k
Less than £250.00	220	
Between £250.01 and £750.00	70	
Between £750.01 to £1000	8	
Between £1000.01 and £2000	14	
More than £2000.00	1	
Affected by Bedroom Tax		
Reduction in Housing Benefit		
Total	88	
By One Room	75	14%
By Two Rooms	13	25%
Total in Receipt of Housing Benefit		
No.	415	
%	81%	
Tenancy Issues		
	No.	%
Affected by Benefits Cap	4	
Paying by Direct Debit	40	8% (Caerphilly 25%)
Possession Orders (2015/16)	11	
Evicted for Rent Arrears (2015/16)	4	
Evicted for ASB (2015/16)	1	

Source: Caerphilly CBC

The second indicator of a low community 'horizon' is the general level of educational attainment. The 2011 Census identified that over 52% of the adult population have

¹⁰ Census, 2011.

no qualifications, and just 7.7% have a qualification above Level 3. This profile clearly matches the economic inactivity and occupational profile. In an economy increasingly characterised by a requirement for higher skills and knowledge levels, the population of Lansbury Park will find labour market entry extremely difficult. Even for those who succeed in gaining employment, it is likely they will do so in the low wage, precarious and casual sectors of the labour market.

A strong indicator of future labour market engagement can be found in the performance of the current cohort of primary school children. Tables 10-13 illustrate some of the challenges faced by St James Primary School in improving the educational attainment levels of the community. Free school meal levels have become an accepted measure of both poverty and likely school attainment. There is a clear, long-term profile of free school meal entitlement at over twice the county and national averages. With some 56% of pupils receiving free school meals, this is a powerful indicator of the local barriers to educational attainment.

Table 10

Free school meals (FSM) - 3 year average							
	2009	2010	2011	2012	2013	2014	2015
St James	52.30%	53.60%	56.00%	60.10%	60.30%	58.60%	56.00%
Local Authority	21.60%	22.10%	23.60%	25.40%	26.10%	25.50%	24.60%
Wales	18.40%	18.90%	20.00%	20.60%	20.80%	20.50%	20.10%

Pupils of statutory school age (ages 5-15) known to be eligible for free school meals. Source: Caerphilly CBC

This likelihood is confirmed in the rate of pupils achieving the expected standards at Key Stage 2 with 44% of pupils failing to do so.

Table 11

St James Primary: Summary - 2015	
Number of pupils on roll	364
Free school meals - 3 year average	56%
Pupil Teacher Ratio	20.2
Attendance during the year	92%
School budget per pupil	£3,421
Pupils achieving the expected level in the core subjects at Key Stage 2	55.60%
Support Category	Amber
Pupils achieving the expected outcome in the Foundation Phase areas of learning	85.70%

Source: Caerphilly CBC

The school also experiences higher than county and Wales averages for School Action Plus levels of Special Education Needs.

Table 12

Special Education Needs							
	2009	2010	2011	2012	2013	2014	2015
School - School Action	14.80%	15.50%	15.00%	7.70%	11.00%	9.30%	12.40%
Local Authority - School Action	10.20%	11.10%	12.40%	13.20%	13.20%	12.90%	12.60%
Wales - School Action	15.20%	15.40%	15.20%	15.60%	15.10%	15.10%	15.10%
School - School Action Plus	24.50%	10.90%	7.70%	17.90%	15.00%	20.10%	14.20%
Local Authority - School Action Plus	14.50%	13.70%	12.50%	10.70%	9.30%	9.50%	8.80%
Wales - School Action Plus	8.20%	8.50%	8.70%	8.90%	9.20%	8.80%	8.30%
School - Statemented	8.30%	8.00%	7.70%	6.90%	5.90%	6.00%	7.30%
Local Authority - Statemented	2.50%	2.30%	2.10%	1.90%	1.80%	1.70%	1.60%
Wales - Statemented	2.10%	2.00%	1.90%	1.80%	1.70%	1.70%	1.70%

Source: Caerphilly CBC

The school also has a slightly lower pupil teacher ratio than the county and Wales levels.

Table 13

	Pupil - Teacher Ratio						
	2009	2010	2011	2012	2013	2014	2015
School	17.4	20	18.5	17.7	20.2	19.7	20.2
Local Authority	21.8	22.3	22.8	22.2	22	22.4	22.5
Wales	20	20.1	20.5	20.7	20.7	20.8	21.2

Source: Caerphilly CBC

This educational profile is both a cause and a symptom of some of the key aspects of social exclusion in Lansbury Park and requires a major intervention to address this for the current school cohort. Failure to do so may consign another generation to continued economic inactivity, poverty and social exclusion.

An important element of the ‘horizon’ analysis is the extent to which residents are able to interact easily with the external world outside the Estate. Lansbury Park is in relatively close proximity to Caerphilly town centre and does not, therefore, experience the levels of physical isolation evident in similar communities. The physical proximity of the town centre does not however, guarantee access to the facilities that are available. Income related restrictions have been identified above, and young people of the Community are also likely to experience exclusion from shopping areas partly as a consequence of stigma.

Proximity to retail and other town centre amenities does not necessarily result in challenge to peer cultures. The ‘horizon’ metaphor is concerned to identify ‘bridging’ activities that provide marginalised communities with social and cultural experiences that challenge peer cultures, as well as experiences that facilitate and encourage personal development. Such activities can, for example, include sports, theatre, dance and outward-bound activities. Currently there appear to be few activities that provide bridging experiences for the residents of Lansbury Park. The Walking Group, Street Games, Youth Club and Youth Hub are potential bridging activities, but they must ensure that they take people from Lansbury Park to external locations and to interact with people from different socio-economic and cultural groups.

These ‘external’ experiences are essential if bridging activities are to provide alternative social experiences from those routinely available within the Community. Currently, the majority of delivered activities are deficit orientated and require a potential attendee to effectively admit that they currently failing to do something well. This is illustrated in activities such as parenting classes, weight loss activities, job clubs and stress control, each of which has a negative association of poor personal performance in key aspects of the individual’s life. Such negatively orientated programmes create significant barriers to recruitment and retention.

Barriers to self-initiating bridging activities can include access to transport. Nearly 55% of Lansbury Park residents have no access to a van or car, which can represent a major barrier to personal mobility in a society where almost every activity is accessible largely by personal transport. This is especially true for evening and

weekend cultural activities when public transport becomes even less available. It should be noted that bus services from central Caerphilly to central Cardiff run relatively regularly, including evenings and weekends, take around 40 minutes and cost around £4.80¹¹. Train services are faster and also comparatively frequent, but can cost around twice as much as bus travel¹².

The Atmosphere, Landscape and Horizon Analysis has delivered a profile of the Community that fully recognises the challenges posed by any attempt to regenerate Lansbury Park. A poor physical environment is matched by a poor social environment, and where clear patterns of social exclusion are reproduced across generations. Lansbury Park has entrenched cultural attitudes and experiences of worklessness, and the low skills levels make a strategic response based on orthodox employment initiatives extremely problematic. The Deep Place approach is based on the recognition of multiple disadvantage and their roots in economic inactivity.

4.0 A Deep Place Plan for Lansbury Park

Lansbury Park epitomises the challenge of poverty and social exclusion experienced in social housing estates throughout Wales. Having been designated the most disadvantaged LSOA in Wales is largely symbolic, as there is little to distinguish any of the localities in the top 150 places in the WIMD. What does stand out are the very low scores for Income, Employment, Health and Education. These are the most vital indicators of the well-being for a community and its residents. Such extreme disadvantages in these indicators, place a substantial burden on the Community and considerably limits the potential of each new generation born into the Community. This level of deprivation also imposes a major burden on public and third sector services that are attempting to ameliorate these conditions and mitigate their impact on the Community.

Table 14

Welsh Index of Multiple Deprivation 2014 - St. James 3, Caerphilly								
WIMD 2014	Income	Employment	Health	Education	Access to Services	Community Safety	Physical Environment	Housing
1	4	3	3	1	558	104	294	268

Rank 1-1909, Source: WIMD 2014

The complexity of the social problems is visible in the multitude of interventions currently being delivered in the Community, as well as the range of service providers involved. Without seeking to diminish this effort and its existing value to residents, the Deep Place approach commences with recognition that there must be change in the delivery of services to the Community in order to address the collective failure to thus far reduce the impact of poverty in communities like Lansbury Park. As one of the designers of the original Communities First programme and more recently as a member of the Tackling Poverty External Advisory Group (TPEAG) to the Welsh Government, one of the authors of this Report shares in this collective failure.

¹¹ Travel Line Cymru.

¹² Arriva Trains Wales Journey Planner.

A recognition that current interventions are not achieving their objectives is not a criticism, but a necessary first step to creating change and achieving outcomes. Social policy requires constant review to remain effective and the delivery of social policy requires constant review of the evidence of what works and what does not work. The Deep Place approach was created from the evidence that current policies to eradicate poverty are ineffective. What follows is an attempt to rethink how collectively the structure of disadvantage can be changed and how the Community, Caerphilly CBC, third sector organisations, and Welsh Government can engage in this process.

5.0 A Five-Year Deep Place Plan

The scale of the challenge in Lansbury Park merits a commitment over many years to fully eradicate poverty and create a vibrant community that people want to live in. The Five Year duration of the programme proposed in this Report should be seen as a first stage programme, which should be followed by subsequent review and further planning in five year stages. A number of key initiative underpin the first five years.

5.1 Governance

Leadership of the programme should lie with Caerphilly CBC. As the landlord and as the major provider of services, the Council is responsible for many of the budgets and services that are delivered that can have most impact. This will require full political commitment and a significant culture change throughout the organisation to ensure that Lansbury Park has the resources necessary to achieve change, and that all officers recognise the value and the necessity of prioritising Lansbury Park's renewal.

This leadership role should be delivered through the development of a 'coalition for change', which brings together all the local authority teams, third sector organisations and other public and, potentially, private sector bodies and the community into a common forum. This should meet monthly. It should also develop a method of working that goes beyond conventional partnership to develop a collective perspective so that the 'place', Lansbury Park, is at the core of every consideration, rather than the rules and requirements of the constituent organisations. This approach mirrors the 'knotworking'¹³ associated with child-care and child protection panels, in which the interests of the child transcend institutional interests. This approach merges professional expertise and knowledge to create new 'substantive knowledge' from which innovation emerges.

ACTION 1: Caerphilly CBC convenes a 'Coalition for Change', which brings all appropriate agencies together to focus on Lansbury Park. This should be populated by senior managers from the Council and other partners. The Coalition for Change needs to be a decision-making body that has the authority to change priorities, allocate resources and command support.

¹³ Atkinson, M. (2007). *Multi-Agency Working and Its Implications and Practice*.

ACTION 2: The initial task of the Coalition for Change is to develop a plan to implement the actions identified in this Report or, where considered necessary, to devise alternative methods for achieving the same outcomes. It should be appropriately named and its chair, a senior Council Officer, should report directly to the Chief Executive of the Council and the Caerphilly Public Service Board.

Although the need to find innovative approaches to community disadvantage is clearly not limited to Lansbury Park, the level of action required in the community may require a concentration of resources. The Lansbury Park Coalition for Change process should however, be seen as a trial for new approaches that may then be delivered in other locations, as well as create benefits across Caerphilly county. Arbitration between competing demands is essential and this requires high-level leadership within the Council.

Whilst there is currently some doubt over the future of the current Welsh Government Anti-Poverty Strategy, the role of Champions at the level of the local authority remains apposite. For Caerphilly CBC, the deployment of Member and Officer Anti-Poverty Champions should be independent of any Welsh Government policy change that requires such roles.

ACTION 3: Caerphilly CBC should maintain both an Officer and Member Anti-Poverty Champion independent of any Welsh Government policy change. The scale of the challenge in Lansbury Park necessitates that these are senior roles and this Report recommends that a senior officer at Director level and a Cabinet Member should be the respective Anti-Poverty Champions.

The Deep Place approach is influenced by the Total Place approach to public service delivery developed by the Leadership Centre for Local Government prior to 2010¹⁴. This report recommends the adoption of an approach to public service delivery in Lansbury Park that is consistent with the principles of the Total Place approach, where services are organised around the community in a cohesive and consistent framework. Total Place begins by mapping all local public expenditure within a community to identify what resources are currently being deployed and what services are being delivered. This place-based focus can reveal wastage and inefficiency, and create additional resources to trial new interventions. Tenants need to be actively involved in this process to ensure that their experience of services as clients are fully taken into account. Given the recent announcement by Welsh Government regarding the Communities First programme, this process is essential.

Action 4: That Caerphilly CBC initiates a Total Place type review of public services currently delivered in Lansbury Park, and revises service patterns to better coordinate delivery around the central objective of poverty *eradication*.

5.2 Landscape

The Landscape element of this review identified a poor urban physical environment that has a potentially limiting effect on the physical and mental health and well-being

¹⁴ See: www.leadershipcentre.org.uk/totalplace

of the Community. A degree of urban renewal is required to change the physical appearance of the Estate and to convince residents that change is possible. A comprehensive understanding of the pattern of environmental disadvantage is essential before any change programme is delivered. An environmental audit can provide an effective means of developing the knowledge required. This should pay attention to street lighting and related 'dark spots', areas of high crime, areas of youth nuisance, areas of fly tipping and littering, traffic and road conditions, parking, pedestrian walkways and foot traffic.

It is essential that this is completed in full collaboration and co-production with residents to ensure that any resulting actions are fully supported by the Community, and consequently less prone to subsequent vandalism. Responsibilities for management and care of new installations should be vested with residents, as well as the appropriate Council department or external agencies. Residents should be cultivated as an asset in maintaining the good appearance of the Estate. Active tenant involvement can be encouraged by well-tried techniques including Place Check¹⁵, which provides a structured participative method of engaging the Community.

Action 5: That Caerphilly CBC completes a full environmental audit of the Estate, with the active engagement of the Community. This should establish a priority action list to be implemented over a five-year period, adding measures incrementally when previous measures have been consolidated and have proved resistant to vandalism and community rejection.

The Report notes the current proposals by Groundwork for community gardening and greening of the Estate, and it supports this or similar programmes that seek to bring unused green spaces into active use by the Community.

There is little to cherish in the current physical environment in Lansbury Park, and, together with the lack of public amenities, this can serve to encourage vandalism. Changing these behaviours does take time and can use resources if new installations are vandalised. Cultural change however, is necessary to provide amenities and engage in activities that encourage community ownership. Consequently, this Report recommends the trial installation of small 'pocket' parks with limited play equipment. The locations chosen should be clearly visible and well-lit to discourage vandalism. The scattering of these facilities throughout the Estate should also help prevent the problem of a single location becoming a draw to local youth that can result in higher risk of vandalism.

Action 6: That funding is secured to develop a series of small active play facilities scattered throughout the Estate, rather than in one central location.

The poor appearance of much of the housing on the Estate requires some attention and an 'enveloping' scheme, coupled with some physical landscaping of common

¹⁵ See: www.placecheck.info

outside areas, could substantially contribute to improved landscape. Butetown Cardiff, which has previously occupied the top place in the WIMD, has in the past few years, undergone some major physical changes and developed local facilities, including a renewed shopping area. Consideration should be given to how this might be achieved in Lansbury Park. It is highly likely that this will require significant external funding for example, such as a Housing Action Area.

Action 7: That Caerphilly CBC should scope, plan and cost a physical renewal of the Lansbury Park Estate and begin a process of securing Welsh Government funding.

5.3 Atmosphere

As noted above, the Atmosphere of a community is in part conditioned by its landscape characteristics. This can be understood as an inter-dependency between the various components of the ALH framework. This is conceived as a cog effect, in which changes in one domain produces changes in the other two domains.



Despite the impact of physical improvements on atmosphere, these are insufficient without a parallel process of social and cultural renewal. Consequently, the majority of atmosphere actions will address socio-cultural change. In Section 3 above, this Report identified a number of factors that impact upon the atmosphere of a community. These included the demographic structure, the levels of crime and anti-social behaviour, and the level of economic activity.

5.3.1 Demographic Change

Large-scale demographic change is difficult to achieve. The development of an allocation policy that directly addresses some of the identified characteristics of the Estate can begin to make a significant difference over a two to three-year period. This process can be used to develop a significantly more diverse and balanced community.

There are a high number of young people under the age of 15 who are resident in Lansbury Park, and a better balance could be achieved by sensitive housing allocation policy. Similarly, the high incidence of lone parents, suggests the need to avoid additional allocation to lone parent families until greater balance is achieved. The allocation of housing to additional older residents can have a beneficial impact on the Community. Particular care should be taken not reinforce the local drug culture by housing people with known addictions. Most significantly, creating a greater balance in the socio-economic mix of residents, raising average household incomes has been

effectively used as a targeted strategy to improve disadvantaged communities in other locations.

Allocation of social housing is clearly not a simple choice, and the process is often shaped by the availability of particular types of properties, as well as the need to provide emergency accommodation and the preferences of applicants. Applicants who may improve the social balance of the community, may be reluctant to accept an allocation to a stigmatised community. Within these limitations, a conscious community profiling and sensitive allocations policy can begin to positively change a community.

Action 8: That Caerphilly CBC develops, or strengthens its existing housing allocations strategy to establish a more balanced demographic profile in Lansbury Park.

5.3.2 Crime and Anti-Social Behaviour

Crime and community safety are fundamental aspects of atmosphere, and impact significantly upon the general sense of well-being in a community. Fear of crime can be as damaging to personal and community well-being as actual high levels of recorded crime. Perception is consequently a major factor. This research identified that recorded crime in Lansbury Park had actually reduced over the last year¹⁶. Building on even limited positive change can make a positive difference to further attempts to reduce crime and anti-social behaviour.

A multi-agency approach however, is essential if efforts to reduce crime are to be successful and sustainable. Almost all service providers can make a positive impact as part of a multi-agency approach. Whereas schools, for example, can address bullying and help ensure that an acceptance of criminality are not normalised within the next generation, the Police can take a more targeted approach to eradicating drug dealing within a community. This multi-agency approach requires a persistence and structure, which reinforces the understanding that criminality is not accepted and that sanctions will be applied.

The existing Partnership Tasking Forum meets frequently and will be a central mechanism to ensure collaborative action, as well as provide effective monitoring of interventions and change. Each partner has a role to play, and the approach should be one of 'collective impact'. A number of actions can help create a comprehensive programme for change, and collaboration between the Neighbourhood Police Team and Community Safety Officers will be critical to continued efforts to reduce crime and anti-social behaviour.

Action 9: Caerphilly CBC should adopt a strict programme of tenancy conditions enforcement. Where necessary, eviction proceedings should be initiated and an eviction order gained. The tenant at that point could be offered a stay of eviction subject to an agreed change of behaviour programme. That programme should be supported by coordinating a range of service providers to support the tenant to achieve the behaviour change required.

¹⁶ Crime Think Space, 6th September 2016.

This approach has been successfully deployed in the Shelter Valleys Inclusion Programme, particularly where anti-social behaviour has been the underlying issue. This approach requires intensive intervention and the coordination of service providers needs to be appropriately resourced. The involvement of third sector organisations can often prove helpful in such a process.

Any programme for change in Lansbury Park will require a robust Police response, with a 'zero-tolerance' approach to drug dealing. Although unlikely to eradicate it completely, frequent prosecutions and rigorous policing of bail and parole conditions can eventually diminish drug related crime. A collaborative programme can have a major impact and provide residents with a greater sense of personal and family security.

Action 10: A collaborative programme of crime and anti-social behaviour reduction should be instigated and sustained for a three-year period. Actions should include:

- Sustained detection and prosecution of drug offenders;
- An effective system of referral of drug users to appropriate support and rehabilitation services;
- Eviction of persistent offenders;
- A specific anti-noise campaign based on awareness-raising with tenancy enforcement in persistent cases;
- Deployment of dedicated youth teams to address youth anti-social behaviour.

Alongside an enforcement strategy, a support strategy to support people with addictive behaviours should also be deployed. This research identified that previous efforts to develop and deliver drug and alcohol support services within the Estate met with limited success, and that this might have been a result of residents wishing to maintain confidentiality¹⁷. This makes an outreach programme extremely difficult to deliver however, all community members should be made aware of where they can receive more discreet support through a more targeted strategy for information distribution.

Action 11: Local drug and alcohol service should develop and deliver a concerted and targeted information campaign on Lansbury Park and directly signpost local service providers, emphasising the confidentiality of a discreet service.

Long-term change in local drug cultures can only be achieved by influencing young people to take a different path, often from the one taken by their parents and peers. Young people are often very aware of the impact of drug and alcohol use in their community and, for some, their family. They can be quite resistant to substance misuse initially, but become gradually involved because of a gradual erosion of other aspirations. Schools have a major role to play throughout the substance misuse spectrum, and peer counselling in schools has proved effective.

¹⁷ Crime Think Space, 6th September 2016.

Action 12: Schools have a clear role to play in substance misuse education and harm-reduction, and any current provision should be enhanced for an extended period in schools whose catchment area includes Lansbury Park.

In addition, the need to further support community mental health and well-being were identified as important actions throughout the research process, particularly where these help improve overall community resilience.

Action 13: A targeted and multi-agency programme of mental health and well-being/resilience should be built upon in Lansbury Park.

5.3.3 Economic Inactivity

The community profile outlined in Section 3 above, identifies economic inactivity as a central element of the atmosphere experienced in Lansbury Park. High levels of sickness and disability, together with high unemployment levels, foster a community culture in which welfare dependency is acceptable, and where poverty and low income levels are normalised. Communities characterised by long-term high levels of economic inactivity, become highly resistant to most strategies to create welfare-to-work transitions. Cultural resistance is exacerbated by poor skills levels and educational attainment.

The Deep Place approach places economic activity at the centre of any strategy for positive change. One of its central tenets is that poor health, education, crime, drug use and anti-social behaviour are the product of worklessness. In this way, economic inactivity is the 'causes of the causes' of poverty. Programmes that only tackle the secondary causes of poverty may have some success for individual outcomes, but are unlikely to change the deep structure of poverty. Consequently, interventions are required permanently as each cohort of the population enters the socio-cultural conditions of the previous generations. To enable communities to 'turn the curve', routes to employment are essential for a significant proportion of the population.

Bringing employment to a local population with long-standing resistance to work is a significant challenge. In Lansbury Park, its location is within easy travel-to-work distances of employment opportunities in Caerphilly and Cardiff. Consequently, the separation from the labour market is likely to be largely cultural, rather than geographical distance from the labour market. One of the primary barriers is a cultural reluctance to travel even relatively short distances to work. There are also transport cost barriers with, for example, travel to Cardiff which impact particularly at minimum wage levels. Creating local employment opportunities that more closely match the skills levels of the local population can help address some of these issues.

The Deep Place method employs the concept of the Foundational Economy, which was developed at the Manchester Business School as the primary method for developing employment opportunities that meet the needs of local, unskilled and long-term unemployed residents. The Foundational Economy meets the 'mundane needs' that are required to fulfil basic community needs, such as food, clothing, shelter, energy, communications, transport, health and care, education and personal

social services. Economic activity can be developed around all these functions. The delivery of public services present ample opportunities to develop foundational economic activity.

The Foundational Economy model identifies ‘anchor institutions’, and advocates that these typically public sector organisations develop social procurement practices that favour local economic growth through the development of local supply chains. In this respect, Caerphilly CBC is a major anchor institution in the local community; it is a major employer and provider of services, and it interacts with a wide range of local and more widely located secondary suppliers. The i2i Can Do Toolkit¹⁸ has been implemented very effectively by social landlords in Wales, and major programmes such as Arbed have demonstrated the ability of social procurement to create local employment.

When linked to a targeted recruitment and training programme these approaches can be highly successful in recruiting the long-term unemployed into the workforce. This will require partnership working with local training and educational agencies, including the College of Further Education. It may also require the development of outreach training activities delivered in the community. Caerphilly CBC could also work with other local anchor institutions, including the Aneurin Bevan UHB , to develop similar social procurement and targeted recruitment and training programmes within a concerted and collective strategic framework.

Action 14: Caerphilly CBC should develop a county-wide Foundational Economy strategy, which also specifically examines opportunities for Lansbury Park. This should involve leadership and partnership with other anchor institutions that are located within the County.

Anchor institutions have considerable leverage with utility providers. Local authorities and hospitals, for example, have major contracts for electricity supply that can be levered to create Corporate Responsibility actions by those suppliers. Enfield Local Authority successfully negotiated with British Gas to create three apprenticeships in their locality using this leverage.

The Deep Place approach seeks to identify innovative forms of economic activity, especially in the Foundational Economy, to develop new employment opportunities. In the specific context of Lansbury Park, the opportunities are limited, but a Foundational Economy strategy for Caerphilly could promote further economic diversification. The current profile of Caerphilly’s economy is dominated by manufacturing, retail, education and health sectors¹⁹.

Foundational Economy analysis may identify a range of wider opportunities in care, leisure, tourism and the public sector. Full attention should be paid to the promotion and development of local small and medium enterprises as having potential to

¹⁸ See: www.cih.org/i2i/candotoolkit

¹⁹ Adamson, A. and McDougall, C. (2013). *A Study of Learning Provision and Patterns of Local Employment*. CREW.

expand employment. Similarly, the Sirolli Enterprise Facilitation project can achieve the development of innovative new local businesses. It is also important to develop the mutual and social enterprise sector more fully.

The employment and skills components within Caerphilly CBC's Anti-Poverty Strategy, which are contained in the 'Prospects' objective, aim to 'develop employment skills, find work and progress within employment'²⁰. Similar objectives are contained within the 2010 Regeneration Strategy and in the improvement objectives continued within the Council's Corporate Plan. Their integration within the Single Integrated Plan, 'Caerphilly Delivers', is commendable and the objectives established are important commitments from the Council and its partners, Aneurin Bevan University Health Board, Gwent Police, Gwent Association of Voluntary Associations (GAVO) and Welsh Government. An effective strategy for Lansbury Park, as well as other communities with similar socio-economic challenges, will be dependent on a continuing alignment between economic and social objectives.

Action 15: The current integration of economic and social objectives evident in the Single Integrated Plan (2013-17) is continued and further developed in future corporate planning and in the preparation of the Caerphilly Well-Being Plan.

In the context of Lansbury Park, two specific target groups have the potential to change the profile of economic inactivity in the short to medium term. The first of these is lone parents. Lone parents are often prevented from labour market entry by lower qualifications, often caused by having to leave school early due to pregnancy, as well as by child-care responsibilities. With support to overcome these barriers, lone parents can often make a relatively straightforward transition to employment. Currently, there is fairly generic provision of Flying Start childcare (2.5 hours per week of 2-3 years old during term time), Communities First Work Club and Communities for Work provision.

A specific and strategic targeting of lone parents with a high profile campaign, backed by a fully collaborative programme delivered by Families First and Flying Start, may deliver higher outcomes in terms of entry to the labour market. This will require more comprehensive child-care support and a targeted recruitment to training opportunities that better reflects the skills levels of the lone parents and the availability of jobs in the locality. Liaison with Job Centre Plus to secure early notification of vacancies, coupled with the additional support, can underpin such an approach.

Action 16: The Local Authority should develop a high profile, targeted and focused strategy to engage Lansbury Park lone parents with training, work experience and employability measures.

School leavers are a second major group that can prove fruitful in terms of overcoming economic inactivity. A stronger partnership between schools, careers

²⁰ Caerphilly CBC (2013). *Anti-Poverty Strategy*.

services, youth services and anchor institutions can support work with this group. Preventing entry to Not in Education Employment or Training (NEET) status is critical, particularly in the period immediately after leaving compulsory school. Providing work experience at this stage can prevent the early entrenchment of worklessness, and Welsh Government programmes such as Communities for Work such be exploited.

Uncertainty around future EU funding requires local initiatives, particular those that have the potential to tap the goodwill social responsibility of local businesses. Lansbury Park could be used as a pilot for a Caerphilly-wide scheme to link schools with local employers to provide work experience for up to three months. The scheme could be managed and coordinated by Caerphilly CBC, but primarily resourced by employers.

Action 17: As part of the preparation for loss of EU funding and potential erosion of Welsh Government funded schemes for the NEET population, a local initiative should be scoped that replicates some of the recent support provided for young people who are NEET.

5.4 Horizon

The 'horizon' element of the community profile developed in Section 3 above, identified a number of critical issues that support the long-term reproduction of poverty and its transmission across generations. This analysis is concerned with promoting cultural change. The normalisation of poverty in family, peer and community cultures creates a social environment, within which it impossible for young people to envisage an alternative experience. Their contact with people of other socio-economic groups is severely limited, and it is likely that they live almost every aspect of their lives within the cultural milieu of their community. This lack of a social horizon has major impact on their ability to develop ambition and aspiration.

This perspective is informed by the principle of the 'possible self' a well-tested psychological theory, which suggests individuals form a vision of what is possible for 'future selves' from their immediate experiences and examples drawn from repeated social contacts. Sociologically, this has been explained by the absence of 'reference' groups whose experiences are different. In an almost mono-tenure community, characterised by extreme levels of poverty, the 'possible self' is limited by the absence of wider reference groups and social experiences.

This is fundamentally a consequence of low income. Families experiencing both 'in work' poverty and benefit driven poverty, have little disposable income to follow hobbies, cultural activities, family excursions and informal learning opportunities. Over time, these kinds of activities become things other people do and even when they might be afforded they are no longer within the desired cultural horizon.

The Deep Place approach seeks to identify ways that challenge this experience by improving income and building 'bridging' experiences of activities, which provide an alternative to dominant peer group and community cultures. This has particular value

for young people, and the earlier bridging activities are experienced, the more impact they are likely to have on creating a positive 'possible self' image for individuals.

5.4.1 Income Maximisation

The strategies for improved employment outcomes identified in Section 5.3.3 above, are the primary long-term solution to improving financial poverty in the Community. Some improvement can also be achieved within the current income profile. Section 3 above, identified the high levels of rental related debt and the likelihood of other debt in Lansbury Park. Freeing families from the burden of debt, can increase household financial resources. Provision of debt counselling, financial literacy education and financial prioritisation methods can reduce debt profiles and increase household financial resources, which might subsequently encourage saving.

Although Caerphilly and Blaenau Gwent Citizens Advice Bureaux (CAB) and Families First deliver the Confident with Cash programme, the levels of rent debt suggest that this programme might not be reaching the 60% of tenants who experience this type of debt. The Council should review its debt policy and instigate an active policy of debt reduction, which supports tenant financial resource maximisation through debt reduction. This may involve an enhancement of current debt recovery agreements, and payment plan conditional on attendance at debt counselling provision.

Action 18: Caerphilly CBC should initiate a debt reduction campaign that supports tenants to change their rent debt profile, which 'nudges' or requires tenants to attend debt counseling services.

Credit Unions can provide mechanisms to foster these and other outcomes, but have proved difficult to promote in poor communities like Lansbury Park. These have the advantage of providing low-interest borrowing and are a critical alternative to high interest 'pay-day' loans, and on-line and door-step lenders. Anecdotally, it has also been identified as part of this research that illegal money lending also takes place in Lansbury Park.

Action 19: Caerphilly CBC should work with Smart Money Credit Union to audit its current membership drawn from Lansbury Park and deliver a major recruiting campaign with outreach activities to demonstrate the benefits of credit union membership.

In the long-term, income maximisation will result from improved educational performance of young people from the Community. The current low-skills profile will take some years to change, but requires an active programme of school improvement. Recent appointment of new leadership in local primary and comprehensive schools should provide an ideal opportunity to progress this objective. There are various examples of schools in Wales and elsewhere with a similar socio-economic mix of children, where significant improvements have been achieved. These successful examples have largely been achieved by the development of effective leadership, close relationships with parents, recognition of the impact of

poverty on learning, and the development of compensatory pedagogy and pastoral support.

Action 20: A multi-agency strategy to improve educational attainment should be developed, with a central leadership role occupied by the newly appointed school heads. A 'community-based' approach to school improvement should be a core element of this strategy.

It is also important to recognise that school activities must be supported by informal learning opportunities in the community. Bridging activities can take many forms and a wide range of activities need to be encouraged, and should particularly seek to link to competitions, events, exhibitions and camps that take young people from the Community and place them in contexts that challenge everyday experiences²¹. The generic and soft skills gained from such activities are also important pre-employment skills and can equip young people with the social competences sought by employers. Third sector agencies are best equipped to deliver such programmes and can be encouraged to develop provision in Lansbury Park, potentially by linking with the school and using school premises at evenings and weekends.

Action 21: Caerphilly CBC should audit its current youth and cultural activities available to Lansbury Park residents, and develop a five-year strategy that fosters bridging cultural activities and extends the social experience of young people from the Estate.

As noted in Section 3 above, many of the activities delivered by current programmes have a 'deficit orientation'. Participants are invited to become better parents, lose weight or be better with money. Few of these programmes have a positive orientation, although one example may be the 'Funky Fitness' programme. Changing this orientation can have a major impact on recruitment, which may have the same outcomes, albeit based on positivity.

Enthusing a whole community with the concept of positive change is difficult, but experience elsewhere has shown it is possible. In Logan, Brisbane the Logan Together initiative has brought the Local Authority, multiple service providers and community members together to deliver a whole of community programme²². This programme does not single out the disadvantaged, but delivers opportunities to the whole community. It is focused on children under eight and on the improvement of their general well-being and educational performance. From tackling low birth weight and smoking in pregnancy, to improving adult literacy, it has resonated with the whole community as a positive change programme that residents feel proud to participate with.

Action 22: Caerphilly CBC should consider a whole of community positive change programme that seeks to engage residents from across the County, to achieving a

²¹ Adamson, D., Fyfe, H. and Byrne P. (2007). *Hand in Hand: Arts Based Activities and Regeneration*. Arts Council Wales: Cardiff.

²² See: www.logantogogether.org.au

vision that is informed by collective goals and aspirations for all members of the Community.

6. Conclusions

Although this Report has made a series of recommendations linked to specific actions, it does so in the context of public service budgets facing unprecedented cuts. One of the central elements of the Total Place approach advocated however, is that it engages in a thorough examination of existing services. It asks critical questions about the cost of services, their mode of delivery, and their relevance and positive impact on the lives of clients. Where such an assessment is negative, new modes of delivery should be explored and innovative service models developed. Many of the actions in this report, improving outcomes may involve the redesigning services within the existing budget.

The recent announcement by Welsh Government concerning the future of the Communities First Programme clearly presents additional challenges in respect of service delivery in Lansbury Park. This makes the role of the Council even more critical in undertaking a Total Place type assessment to ensure the most impactful services continue to be resourced by whatever means possible.

Other actions in this Report, such as those related to estate urban renewal, will clearly require major capital expenditure. It is important nevertheless to develop these plans, understand the costs and identify potential funding opportunities. The post-Brexit funding landscape, clearly makes the delivery of such programmes increasingly difficult. In some cases, this may mean that some actions are only partially delivered. In these instances, the maximisation of the possible should be secured, rather than abandoning the objective entirely.

This Deep Place Plan has proposed 22 Actions for Caerphilly CBC and its partners to consider. The majority of these relate directly to the challenges identified in Lansbury Park. They constitute a necessary programme of change, which should impact on the content and delivery of services, as well as influence future decisions around capital investment. To emerge as the poorest community in Wales is the product of a long process of decline, and reversal of that decline will require persistence over a prolonged period. This Plan places a significant burden of ownership and responsibility on the Council, but its past record in delivering programmes such as Communities First, means it can and must draw on the extensive experience of its Members and Officers to take forward this Plan.

Appendix: Think Spaces

- Health, Social Services and Well-Being Think Space, 5th September 2016
- Crime and Community Safety Think Space, 6th September
- Education, Skills and Economy Think Space, 8th September 2016
- Housing, Environment, Food and Energy Think Space, 8th September 2016
- Officers Network Think Space, 13th September 2016
- Councillors Think Space, 29th September and 31st October 2016