

Capturing lessons

THE CAN DO FOUNDATIONAL ECONOMY PROJECT



Wales Co-operative Centre
Canolfan Cydweithredol Cymru



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Introduction

Housing is the *Can Do* sector. In the 20 plus years of devolved government, local authorities and housing associations have invested billions of pounds across Wales and not just in 'bricks and mortar'. We have an unchallengeable track record of working in partnership with government and others to create jobs, support local businesses and improve the environment in addition to providing homes for hundreds of thousands of people and families. We can have every confidence that our role in delivering this wide agenda will not just continue but increase.

This report is based on a project under the government's Foundational Economy Challenge fund programme carried out by the Wales Co-operative Centre. The project itself builds on both the original *Can Do Toolkits* and the updated **Can Do Approach** (2020).

The Can Do Approach

Committing to co-production with the '3Cs' (clients, contractors and communities) to jointly:

- Agree the economic, social and environmental outcomes for all community investment.
- Adopt the principles of fair work.
- Identify a pipeline of all investment opportunities.
- Simplify the measurement of outcomes using the seven wellbeing goals in the Future Generations Act.
- Capture lessons – positive and negative – and share learning rapidly and widely.
- Refresh existing tools and resources and make them freely available.

The project involved engagement with twelve housing associations, four local authorities, the SERO retrofit pathfinder consortium, government officials (housing, economy, procurement) the Office of the Future Generations Commissioner, the Wales TUC, and Community Housing Cymru. There were a number of key findings:

- 1. The *Can Do* thread continues to run through what we do.**
- 2. The appetite to do more is apparent everywhere.**
- 3. The sector is developing new and innovative approaches to delivering this agenda.**

This report highlights what came out of the project in all three areas. We hope that the lessons captured here will be shared widely as part of a dynamic process of collaborative learning at a crucial and exciting time for us all.



LEARNING, SHARING AND SCALING UP

Key lessons learned

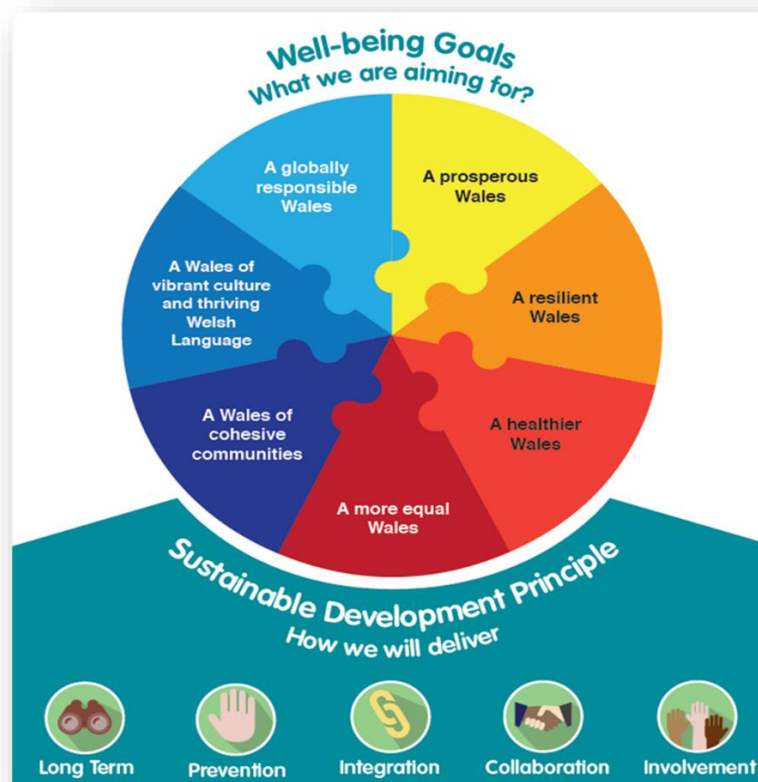
THE CAN DO SECTOR IS WELL PLACED

Housing has a mutual interest with government and others in building and maintaining sustainable communities across Wales.

We share ambitions for a better Wales - from tackling homelessness through to dealing with climate change – and are increasingly seen as partners of choice.

The sector recognises that the momentum is increasing. The new programme of Government, the emergence of the Climate Change ‘super’ ministry and the accelerated focus on framing strategies and outcomes within the Future Generations wellbeing goals and ways of working are evidence of this.

A new agreement or pact between government and the housing sector must embed the *Can Do* approach at its heart and extend well beyond providing and maintaining homes. It must include commitments to embedding the wellbeing goals and principles of fair work.



The wellbeing goals outlined by the Future Generations Commissioner for Wales



THE FOUNDATIONAL ECONOMY IS IN OUR DNA

We are long term key players in the foundational economy although it has only fairly recently been given that name.

Housing associations are our most successful social businesses. The clue is in the name – they are driven by hardwired in *social* values and are enduringly successful *businesses*.

Local housing authorities, after decades in the shadows are emerging as major provider of new homes and innovators in modern methods of construction and retrofitting.

Associations and councils will become ever more important anchor organisation in the local foundational economy: employing and training tens of thousands, providing fair work terms and conditions, developing local supply chains and investing in many of our most disadvantaged communities.

The new iteration of *Can Do* is already being widely applied, stimulated in part by this project. Organisations are using this approach to:

- Review high level strategies.
- Carry out foundational economy audits.
- Map future long-term spending.
- Explore 'next level' partnerships within and beyond the sector.
- Review policies on community investment, commissioning and procurement.
- Carry out pilots in 'live' community investment programmes.



COMMUNITIES MUST DRIVE THIS

The *Can Do* approach needs to be based on co-production with the 3Cs – Clients, Contractors and Communities.

This means jointly agreeing what community investment should achieve, how it will be delivered and what success will look like.

The community aspect of this is fundamentally important. Too often in the past local residents have been the ‘poor relations’ when crucial decisions are being made about the future of their homes and communities. This must change.

Decarbonisation and retrofit are prime examples. As one project partner said:

‘If we don’t get the human side right, you can have all the technology in the world but it won’t work’

Digital engagement including support with connectivity will be crucial. Programmes to share information about climate change are welcome but they must be a two way process and not just an opportunity to ‘sell’ innovative ideas to residents.

The sector recognises we also need wider investment in greener communities. Initiatives such as allotments, community growing, outdoor green spaces, rewilding and local nature partnerships should be co-designed with the 3Cs.

Organisations themselves are committing to ‘going green’ across the ways they operate as businesses. Leading by example sends a very important signal to customers and partners.

QUALITY, LOCAL AND LONG-TERM JOBS AND TRAINING

The sector has a record second to none in delivering targeted recruitment and training (TR&T) pioneered through the original Can Do Toolkits.

We will play an important role in post-pandemic recovery. One area that has captured imaginations is the so-called green recovery. A succession of reports has predicted huge growth in job opportunities if we can develop the right skills.

There are of course many challenges that need to be addressed:

- Uncertainty over the choice of technologies is hindering the development of appropriate skills training.
- Planning requires a clear timeline of when works will be undertaken, their precise nature and the volume of demand.
- Skills training often has a long lead-in time. For example, it can take 18 months to get someone ready to take up an apprenticeship opportunity.
- Spotting 'quick win' opportunities for local residents. For example, site security with opportunities for progression when other jobs come online.
- Adopting a flexible approach to TR&T allowing the 3Cs to shape details within the overall resource envelope.

Pre-entry level support for local people seeking work will need to be coordinated as well as ongoing support through, for example, dedicated TR&T officers.

There are already a number of initiatives to develop a circular green economy that link producing timber, developing manufacturing capacity, reusing waste for insulation and recycling.



MEASURING OUTCOMES AND IMPACT

There are no shortage of social value measurement resources. The problem is which to choose.

Often in the past there has been a tendency to select specific tools or frameworks – such as the Value Wales community benefit measurement tool or the more recent TOMS – and fit priorities and activities into them.

The *Can Do* approach is based on turning this process on its head:

- Agree at a senior level to adopt the *Can Do* approach.
- Work with contractors and communities to agree what outcomes you want to achieve together and how you will measure this.
- Express this within the framework of the Future Generations wellbeing goals and ways of working.
- Identify an early opportunity to put this into practice.
- Use information gathered to fulfil any requirements to use specific measurement tools and frameworks (the Value Wales tool and TOMS are fully compatible with the wellbeing goals)



COLLABORATION

The range of collaborations and ambitions for more long-term partnerships are on the increase.

This includes:

- Mapping collective spend to aggregate-up demand, establish a long term pipeline of works and develop long term relationships with local suppliers
- Joint procurement initiatives.
- Participation in consortia such as the SERO retrofit pathfinder.
- Local authority retrofit pathfinders sharing learning through networks.
- Recruiting shared posts.
- Participation in Public Service Boards and City Deals.
- Town Centre regeneration initiatives.

Learning rapidly together is an important aspect of this. There are already a number of communities of practice, local networks and activities carried out by national bodies.

The *Can Do* portal has been updated to reflect innovative practice and share new resources.

THE COMMISSIONING AND PROCUREMENT FLIP

Although there has been progress, lowest price can still too often be the key determinant in contract awards.

There is an urgency to unambiguously define value in longer more sustainable terms and to engineer this from top to bottom in commissioning and procurement policies and processes.

The new government's public procurement statement recognises this. The trick will be getting this widely adopted and the *Can Do* approach offers a clear opportunity to do this.

The commissioning and procurement 'flip' means:

- Moving from competitive procurement to longer-term, relational commissioning and procurement focussing on early and ongoing engagement with SMEs and social businesses.
- Mapping investment opportunities over the longer term.
- Promoting collaboration across the sector to increase the value of investment 'pot' and give more certainty to suppliers.
- Supporting SMEs and social businesses to gain competencies and qualifications as part of the process including ring-fencing certain works.
- Adopting a dynamic purchasing approach where access to work is open at any time to new suppliers.

We also need to move away from seeing this as solely about construction, repairs and maintenance. This means:

- Embedding an organisational wide culture of *Can Do* procurement.
- Targeting other major areas of spend such as legal and professional services, and contractor support such as IT.
- Exploring payment in kind options. For example, donation of equipment, pro-bono advice to community groups



PLUGGING THE IMPLEMENTATION GAP

Perhaps the biggest single *Can Do* lesson of the project – indeed of the past few years – is that we urgently need to work in the space between high level strategy and programme delivery.

Too often corporate ambitions get lost in translation, whilst those charged with getting things done at a community level feel there is little appreciation of the challenges they face.

The housing sector was quick to appreciate the need to fill this ‘implementation gap’. The i2i project was set up to work in the space between social landlords, contractors and residents to unlock the potential of the Welsh Housing Quality Standard programme. And with great success – over £4billion has been invested in homes, jobs and communities across Wales in the last 15 years.

It’s time to revisit this model and put resources into the gap. The costs will be miniscule relative to the benefits. We need a resource:

- To work with the 3Cs to establish local *Can Do* approaches.
- That is flexible and can ‘morph’ to fit in with locally set priorities.
- To facilitate and capture collaborative learning and share it widely within and beyond the housing sector.
- To develop and share the next generation of resources and tools.



CAN DO RESOURCES

Tools, templates and
practice examples

INVOICE

Date
Invoice No
Customer ID

xxxxxxx
0000001
223

Quantity	Amount
53	5.75
67	6.7
35	400.00
400.00	456.00
4500.45	
6.78%	
10.67	
12	
61	+78%
827	+18%
134	
47.756	

The project identified a number of resources that are either being deployed or are in development. They include tools, templates and practice examples.

This list is also available, and will be updated over time, on the [Can Do Toolkits](#) website

<i>Resource</i>	<i>Description & Link</i>
Wellbeing Goals reporting template	An example of how to use the wellbeing goals to set targets and report on outcomes developed by Costain <u>Wellbeing goals reporting template</u>
Foundational Economy Audit	An example of good practice developed by Trivallis to map activity in the local foundational economy <u>Local Foundational Economy Audit</u>
Can Do Toolkit (CDT) 1: Summary Guide	Summary guidance on the Can Do approach to targeted recruitment and training (TR&T). <u>CDT Summary Guide</u>
Can Do Toolkit (CDT) 2: Comprehensive Guide	Comprehensive guidance on the Can Do approach to targeted recruitment and training (TR&T) containing detailed information on legal and policy matters and supply-side support. <u>CDT Comprehensive Guide</u>
Can Do Toolkit (CDT) 3: Model Materials	A series of templates, clauses and resources to embed and adapt targeted recruitment and training (TR&T). <u>CDT Model Materials</u>
Environmental Social Governance (ESG) Overview	Overview of the ESG model for businesses <u>ESG Overview</u>



PROJECT PARTNERS AND STAKEHOLDERS

Evidence base

Project partner/stakeholder:

Tai Tarian

Contact details:

Jonathan Morris, Strategic Development Manager

Email: jonathan.morris@taitarian.co.uk

Website: [Our Vision, Values and Strategic Objectives - Tai Tarian](#)

Interaction:

Two interactive workshops focussing on embedding the Can Do approach in phase 1 of the £13 million Sandfields County Flats, Sandfields redevelopment programme with 3C partners:

- Clients – Tai Tarian
- Contractor / partner – Hale, NPT College
- Community – NPT County Voluntary Services, NPT County Borough Council (Economic Development, Employment Support, Community Benefits)

Themes and learning points:

The Can Do approach is consistent with Tai Tarian's corporate strategy (2020) objectives:

- Sustainable Homes
- Sustainable Communities
- Sustainable Planet

It is important to adopt this approach by working at it from both ends at the same time:

- High level – at the NPT Public Service Board
- Local level – as part of the Sandfields County Flats regeneration

Next steps:

Lessons learnt here will be invaluable to:

- The next phase of the County Flats redevelopment
- Wider Sandfields redevelopment
- Decarbonisation across Tai Tarian's 9,000 homes
- At Public Service Board level and potentially across all public service areas in NPT
- Opportunity to link regeneration to manufacturing - MMC factory opportunities

Project partner/stakeholder: **Trivallis**

Contact details:

Tracey Cooke

Email: Tracey.Cooke@trivallis.co.uk

Website: [Our vision and values - Trivallis](#)

Interaction:

Two interactive internal cross departmental workshops led by CEO.

Workshop 1: Understanding and defining value

Workshop 2: using the 7 wellbeing goals as a framework

Themes and learning points:

The Can Do approach can be built on the 4 Trivallis objectives in this space:

- Employment
- Apprenticeships
- Suppliers
- Fleet

A Foundational Economy Audit is an effective starting point:

FE Audit – The How

Steps Completed So Far:

- Procurement team sent over a list of active contractors.
- Partnerships Team cross referenced contractors with the procurement portal & gave them an Owner.
- Partnerships Team set up meetings with contracts managers to discuss partnerships & FE – specifically FE & what our suppliers are doing to support this.
- FE Questions for suppliers put together and sent to contract managers after discussions/interview
- Responses from contractors recorded in FE Audit spreadsheet.
- Procurement team were able to help by sending over tenders, as information regarding the employment of local staff was able to be obtained here.
- Data collection stage is nearing an end. Partnerships team has met with Policy for advice on analysing the data.

Next Steps:

- Analyse the data collected
- Write a report on the findings of the Audit
- Discussion on how we can improve areas.
- Share the findings of the Audit with internal staff.

There is high level support for a Can Do approach:

- Board focus
- Links into Responsible Business Strategy
- Focus on joining up / embedding it across the organisation
- Leadership of CEO crucial – the innovation group is empowered by his participation

Next steps:

Working with Procurement to agree a definition of value for tenders

Co-creating a Partnership Framework

Small scale pilot with a local contractor to embed the Can Do approach

Consider larger pilot for Penrhys

There is an opportunity for organisational learning as we go - the *Trivallis University*

Project partner/stakeholder:
Coastal Housing Group

Contact details:

Kelly Thomas

Email: kellyt@coastalha.co.uk

Website: [Who we are and how we work - Coastal Housing Group](#)

Interaction:

Meeting with CEO and FD

Meeting with manager

Themes and learning points:

Long standing in-house experience of TR&T through a dedicated TR&T Manager

Decarb and retrofit will be a huge area of future spend

Increasing pressure from lenders means need to hit ESG goals – Environment, Social, Governance – good fit with Can Do approach

We need a framework we can use to provide evidence of impact / demonstrate added value

Next steps:

Agreed to support the Can Do approach

Session to be arranged with SMT

Opportunity to pilot later in 2021 with SMEs

Project partner/stakeholder: **Cynon Taf Community Housing Group**

Contact details:

Claire Snook

Email: clairesnook@samkat.co.uk

Website: [Cynon Taf – where people matter](#)

Interaction:

Meetings with project consultants (2) and board lead (1) to explore connectivity between decarbonisation project and Can Do approach

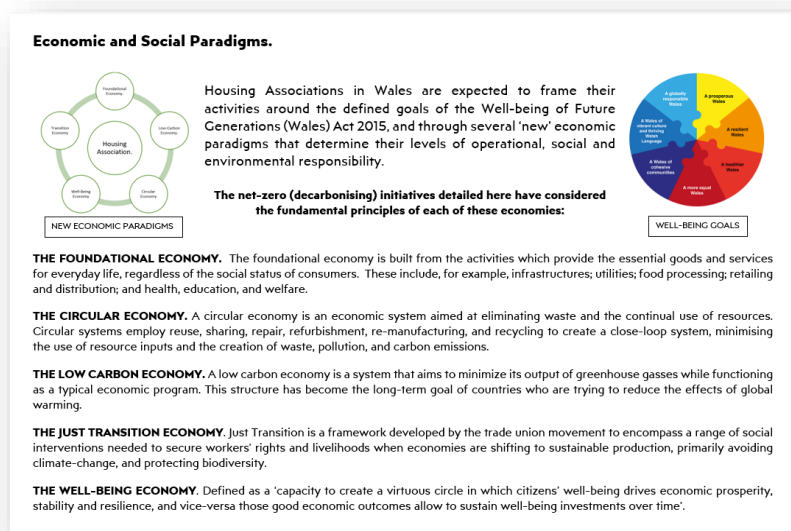
Input into April Project Board

Themes and learning points:

There is real synergy re Can Do and the CTHG decarbonisation project. This involves acquiring a piece of land an holistic approach that is much wider than retrofit including:

- Greening the organisation
- Decarbonisation of existing homes
- Land based draw down of Co2 – storing carbon in the soil – not just offset but contribute to Climate Change
- Community growing / food security
- Tenant / community involvement
- Development of skills / employability
- Social business opportunities

A model linking various alternative economic and social paradigms has been developed:



*(diagram courtesy Richard Edwards
landeconomics@protonmail.com)*

Next steps:

For the project

- Engagement with staff
- Discussion with tenants including young people
- Wider community involvement

Regular catch ups to explore collaborative opportunities re Can Do.

Project partner/stakeholder:
Tai Calon Community Housing

Contact details:

Vicki Thomas

Email: Vicki.thomas@taicalon.org

Website: [About - Tai Calon Community Housing](#)

Interaction:

Session with Heads of Compliance and Procurement

Themes and learning points:

Tai Calon are working in partnership as part of the Optimised Retrofit Programme (ORP) with Linc Cymru, Melin, United Welsh and Blaenau Gwent CBC. They are also part of the CLES Greater Gwent community wealth building initiative.

An original sponsor of the Can Do Toolkits, Tai Calon always incorporate TR&T and community benefit commitments in all contracts over £25k substantial contracts.

Next steps:

67% of spend in 2020-21 is in Wales.

The Procurement Strategy will align to Wales Procurement Policy Statement and Tai Calon Corporate Plan 2020-25. This will include commitments to the foundational & circular economy, decarbonisation and ethical procurement principles.

As well as introducing ways in which to target Blaenau Gwent companies Tai Calon will also look to target Social Businesses and SME's.

Project partner/stakeholder:
Merthyr Tydfil Housing Association

Contact details:

Karen Courts, Chief Executive

Email: KCourts@mtha.org.uk

Website: [About Us – Merthyr Tydfil Housing Association](#)

Interaction:

Session held with CEO, Director of Operations and Innovation & Community Development Manager.

Themes and learning points:

Development via Hafod Housing and in-house development team with TR&T incorporated

Reactive repairs contracts have a 1% 'cash back' into a community fund

Community Development Manager involved at the earliest stages in new schemes ie pre tender / specification

Using a local contractor on the WG Optimised Retrofit Programme

Next steps:

Regular liaison and participation in networks and events.

Continue to work with and support local contractors within the borough.

Project partner/stakeholder:
Rhondda Housing Association

Contact details:

Rhianydd Jenkins. Development & Regeneration Director

Email: Rhianydd.Jenkins@rhawales.com

Website: [About Us - RHA](#)

Interaction:

Session with Development & Regeneration Director and Community Officer

Themes and learning points:

RHA applies the Can Do Toolkits to its development programme.

Major opportunities will arise through new build and retrofit decarbonisation.

Next steps:

RHA is just about to embark on renewal of its maintenance framework. The Can do approach is recognised as offering real opportunities when drafting the framework requirements to social value and support smaller contractors to upskill

This will include retraining in the skills to maintain new homes being built as part of RHAs decarbonisation strategy.

Project partner/stakeholder:
Cartrefi Conwy / Creating Enterprise

Contact details:

Sharon Jones, Director of Social Value and Partnerships

Email: sharon.jones@creatingenterprise.org.uk

Website: [About Us - Creating Enterprise](#)

Interaction:

Session with Director of Social Value and Partnerships

Themes and learning points:

The new Cartrefi Conwy corporate plan includes social value as one of seven strands and for year one it is one of the top 3.

The focus for this aspect is

- Reducing poverty
- Decreasing social isolation
- Creating better places

Environmental Social Governance (ESG) is now a KPI for the organisation.

Active member of the North Wales Employability Forum

Next steps:

Embedding this approach needs to be across Cartrefi Conwy. Leadership training underway – Coaching Culture Shift – embedding a coproduction approach

The Cartrefi Conwy Community Involvement Team is developing an Action Plan to deliver.

Support for SMEs could include professional help – eg finance, staff volunteering, sitting on the boards of voluntary organisations / social businesses

Support for SMEs could include professional help – eg finance, staff volunteering, sitting on the boards of voluntary organisations / social businesses

Project partner/stakeholder:

Bron Afon

Contact details:

Emma Hammonds, Service Lead – Community Contracts and Partnerships

Email: Emma.Hammonds@bronafon.org.uk

Website: [Community Development - Bron Afon](#)

Interaction:

Interactive workshop with CEO and leaders across the association

Themes and learning points:

Can Do is in Bron Afon's DNA – as a Community Mutual they were set up that way.

Bron Afon is pursuing 'progressive procurement' consistent with the Can Do approach / foundational economy. It is:

- Not limited to retrofit and decarbonisation – wider than assets
- Business wide focussing on a change to behaviours / culture.
- Committed to the Wellbeing Goals

Although ORP is relatively modest £30k in 2020/21 and successfully bid for more in 2021/22. This has huge potential for the association and its residents including the Glanwern project.

Bron Afon is an important anchor organisation in the local foundational economy:

- Around 400 people employed directly: employees, trainees, apprentices
- 75% live in Torfaen - 10% of total households in the borough being paid above living wage and spending much of that money locally

Bron Afon has developed Decarbonisation Principles – just signed off by SMT

Next steps:

Bron Afon is working with local partner association Melin about a unified approach to procurement focussing on TR&T

Bron Afon WHQS delivery was an early example of the 3Cs – the Quality Design Forums where residents, client and contractor (DLO) decided specifications before work commenced.

Looking at opportunities to involve SMEs in:

- Ring fencing voids – Carmarthenshire
- Sheltered improvements
- Providing allotments in developments

Project partner/stakeholder:
Anglesey County Borough Council

Contact details:

Dafydd Rowlands, Project Lead, Optimised Retrofit Programme

Email: DafyddRowlands@ynysmon.gov.uk

Interaction:

Interview

Themes and learning points:

The focus is on renewable energy and energy efficiency for 'off gas' homes which also currently have the lowest SAP rating.

Residents have to drive this:

- 'If we don't get the human side of right – you can have all the technology in the world'.
- You can put a system but if the end user doesn't have the means to use to the optimum level it will fail

If you get this right you can:

- Keep people warm as they want to be
- Save them money
- Feel good about saving the planet

Next steps:

WHQS 2 will be an important consideration (draft expected summer 2021)

Some tenants have chaotic lives and can be difficult to engage. Need to find ways of addressing this.

Project partner/stakeholder:
Vale of Glamorgan County Borough Council

Contact details:

Richie Stopgate, Project Lead, Optimised Retrofit Programme

Email: RDStopgate@valeofglamorgan.gov.uk

Interaction:

Interview

Themes and learning points:

Properties identified early on. But hadn't talked to residents and permission refused by some.

Hydrogen could be a game changer – simple swap out for gas boiler so not so much need for other technological options

Workshops with other stockholding authorities have really helped to identify common problems and good practice

Redesigned tender to an open tender – flipped from competency up front to 'you won't have the experience yet so we will help you'

Because this is new the pressure to speed up (government, funders) jars with the need to take time to learn and get things right. The approach needs to have in built flexibility to adapt to learning and changes in technology

Next steps:

Further develop links into Vale FECF Supply Chain engagement project

Technology and software need to be standardised.

Project partner/stakeholder:
Carmarthenshire County Council

Contact details:

Nathan Hartley, Innovation Partnership Energy Specialist

Email: NJHartley@carmarthenshire.gov.uk

Interaction:

Interview with ORP group

Themes and learning points:

Skills: working with CITB but the conundrum is:

- We urgently need skills
- There isn't yet a pipeline

Community benefits is ingrained in contractor programmes – apprenticeships, investment in communities etc. Businesses realise they get a potential advantage by delivering – the more evidence they can provide the more opportunities open up.

Next steps:

The Wellness Village development is using the wellbeing goals to set up objectives and measure outcomes

Housing spend could be £300 million in 10 years across Carmarthenshire

Project partner/stakeholder:
Denbighshire County Council

Contact details:

Katrina Allen, Senior Architect

Email: Katrina.allen@sirddinbych.gov.uk

Interaction:

Interview

Themes and learning points:

Investing in SMEs to upskill has paid off but finding relevant training – colleges weren't forthcoming – has been difficult and time consuming

Two small Welsh companies were unsuccessful but DCC Funded PASS training with Trustmark accreditation. They will be able to step up in future.

This is a highly complex area and professionals need to be running it. For example, there are not enough architects – you can't just 'turn on the tap'.

Next steps:

More work to:

- identify training courses / facilities.
- Identify local companies
- Understands labour market better eg unemployed, displaced apprentices

Need to address 'silo' working within the authority.

Project partner/stakeholder: **Blaenau Gwent FECF project**

Contact details:

Steve Cranston

Email: Steve.Cranston@unitedwelsh.com

Interaction:

Discussions

Themes and learning points:

All partners buy in to the Can Do approach

Between them the 4 housing associations (Tai Calon, Linc Cymru, Melin and United Welsh):

- Own and maintain 8000 homes
- Have significant new build and retrofit ambitions
- Will collectively spend £100million in Blaenau Gwent and £240 million in wider in 10 years

The bulk of the investment goes to Wales based firms

Delivery is a blended mixture of DLOs, main contractors, SMEs and social businesses

The Climate Change Citizens Assembly was a new and exciting ways of having real conversations with residents / local people. Outcomes included:

- Recommendation no 3: develop a skilled workforce
- Recommendation no 5: All new homes should be built to a high specification including zero carbon

Next steps:

Can Do session with partners

Meet the buyer events

Simplifying / standardising T&Cs for contractors.

Project partner/stakeholder:
Monmouthshire Housing Association

Contact details:

Natasha Jones, Engagement Manager

Email: Natasha.Jones@monmouthshirehousing.co.uk

Interaction:

Briefing session

Themes and learning points:

Newly established regeneration group looking at social value and embedding community benefits across the association and adopting a common approach

Digital inclusion is a major issue across Monmouthshire - connectivity, skills, accessibility and affordability.

MHA are using the 7 Wellbeing Goals to frame their mental health strategy.

Next steps:

Digital Inclusion is likely to be a key community benefit 'ask' in the future.

Session to be organised for regeneration group plus SMT

Project partner/stakeholder: **Government and other partners**

Liaison meetings and briefing sessions were held with a number of partners in Welsh Government and with external agencies.

<i>Contact</i>	<i>Interaction</i>
Liz Lucas Procurement Adviser Deputy Minister ET LUCASEJ@caerphilly.gov.uk	Two briefing sessions on project and progress held
Jackie Kay Head of Commercial Policy Welsh Government (Economy) jackie.kay@gov.wales	Two liaison meetings held
Kevin Hammett Senior Housing Decarbonisation Officer Welsh Government (Housing) Kevin.Hammett@gov.wales	Liaison meeting held and contact made with 4 local authority ORP pathfinders
Simon Inkson Project Lead Building Council Housing at Scale Welsh Government (Housing) Simon.Inkson@gov.wales	Briefing session held
Wyn Pritchard Chair SERO Skills Group wyn.pritchard@me.com	Participation in two skills group sessions
Dave Bolton Chair SERO Procurement Group david.bolton@v2c.org.uk	Liaison meeting held
Dr. Eurgain Powell Change Maker Office of the Future Generations Commissioner eurgain.powell@futuregenerations.wales	Regular liaison meetings held
Rachel Bentley Associate Director Centre for Local Economic Strategies rachelbentley@cles.org.uk	Briefing session held
Claire Sain-ley-Berry Cynnal Cymru clare@cyinnalcymru.com	Participation in two community of practice sessions

Nisreen Mansur
Policy Officer
Wales TUC
NMansour@tuc.org.uk

Briefing session held

Bethan Proctor
Policy & External Affairs Manager
Community Housing Cymru
Bethan-Proctor@chcymru.org.uk

Liaison meetings held and
presentation at Spotlight
session

Contact information

Keith Edwards

KeithEdwardsCIHCM@gmail.com

+44 (0)7949 443 039

Find out more about the Can Do Toolkits and approach:

www.candotoolkits.com