



**A meeting of the Aneurin Bevan University Health Board
Public Partnerships and Wellbeing Committee
will be held on Thursday 3rd May 2018 at 9:30am to 12:00pm in the
Executive Meeting Room, Headquarters, St Cadoc's Hospital**

AGENDA

Preliminary Matters				9.30
1.1	Welcome and Introductions	Verbal	Chair	5 mins
1.2	Apologies for Absence	Verbal	Chair	
1.3	Declarations of Interest	Verbal	Chair	
1.4	Draft Minutes of the Committee – 6th February 2017 - For approval	Attachment	Chair	10 mins
1.5	Action Sheet – 6th February 2017 – For approval	Attachment	Chair	
Items for Assurance				9.45
2.1	Well-being of Future Generations (Wales) Act 2015 – Individual Duty Progress Update 2017-18	Attachment	Eryl Powell	20 mins
2.2	Approval Process for Wellbeing Plans	Attachment	Emily Warren	10 mins
2.3	Integrated Partnership Boards Update	Attachment	Sian Millar	30 mins
2.4	Plan for a Primary Care Service for Wales	Attachment	Sian Millar	15 mins
2.5	Prison Health & Social Care Needs Assessment	Attachment	Julia Osmond/ James Adamson	30 mins
2.6	Risk Register Items for Next Meeting	Attachment	Will Beer	10 mins
Items for Information				11.40
3.1	Wellbeing Plans <ul style="list-style-type: none"> ○ Torfaen ○ Newport ○ Monmouthshire ○ Caerphilly ○ Blaenau Gwent 	Attachments	Chair	5 mins
3.2	<ul style="list-style-type: none"> ● PSB minutes <ul style="list-style-type: none"> ○ Torfaen – 24/01/18 ○ Newport – 13/03/18 	Attachments	Chair	5 mins

	<ul style="list-style-type: none"> ○ Monmouthshire – 30/01/18 ○ Caerphilly – 05/12/18 ● Social Services and Well Being Act Regional Partnership Board Minutes – 11/01/18 			
Final Matters				11.50
4.1	Matters Arising		Chair	
4.2	Items for Board Consideration To agree agenda items for Board consideration and decision		Chair	
Date of Next Meeting				
Thursday 20 th September 2018 at 9:30am in the Executive Meeting Room Headquarters, St Cadoc’s Hospital, Caerleon				Chair



Bwrdd Iechyd Prifysgol
Aneurin Bevan
University Health Board

Public Partnerships and Wellbeing Committee
Thursday 3rd May 2018
Agenda Item: 1.4

Aneurin Bevan University Health Board

Minutes of the Public Partnerships and Wellbeing Committee held on Tuesday 6th February 2018, in the Executive Meeting Room, Aneurin Bevan University Health Board

Present

- | | | |
|----------------|---|-----------------------------------|
| Phil Robson | - | Vice Chair/Chair of the Committee |
| Katija Dew | - | Independent Member (Third Sector) |
| Shelley Bosson | - | Independent Member (Community) |
| Dianne Watkins | - | Independent Member (University) |
| Pippa Britton | - | Independent Member (Community) |

In Attendance

- | | | |
|-----------------|---|---|
| Sarah Aitken | - | Executive Director of Public Health |
| Nick Wood | - | Chief Operating Officer |
| Will Beer | - | Principle Health Promotion Specialist |
| Sian Millar | - | Divisional Director of Primary Care and
Community Services |
| Gareth Oelmann | - | LMC |
| Rachel Williams | - | Corporate Services Manager |

Apologies

- | | | |
|-----------------|---|---|
| Sam Crane | - | Head of Urgent Primary Care (OOHs)/111
Programme |
| Lorraine Morgan | - | Chair of the Stakeholder Reference Group |
| Martin Woodford | - | Vice Chair, Welsh Ambulance Service Trust |

PPWB 0602/01 Welcome and Introductions

The Chair welcomed members to the meeting and introductions were made.

PPWB 0602/02 Declarations of Interest

There were no declarations of interest relating to items on the agenda.

PPWB 0602/03 Risk Register

It was suggested for all Committee meetings to have the Risk Register as the first item on the agenda. It was agreed to feed this suggestion back to the Board Secretary.

ACTION: Secretariat

The Committee discussed the Risk Register and noted that the risks were consistent with the Committee's work programme. There were a number of key risks highlighted and the main changes to risk ratings were noted. The following key points were discussed:

- Programme Manager Support – It was reported that there had been support two days a week to assist with the development of the self-assessment tool. This role had proven valuable and therefore was being considered for the longer term;
- Children's Weight Management Services remained a high risk. It was reported that the Business Plan had been approved by the Executive Team and the allocation letter had been received. It was acknowledged that the route for funding needed to be agreed. The Committee discussed and provided views on whether some of the additional Mental Health funding could be allocated to the childhood obesity strategy. It was confirmed that childhood obesity was included within the IMTP and a family centred model had been agreed.
- Social prescribing – It was emphasised that social prescribing needed to be further utilised. It was noted that the model had been established within the directly managed practices. It was agreed for a paper/presentation to be scheduled for the next Committee meeting to provide assurance.

ACTION: Will Beer/Secretariat

- Community Weight Management Service – It was reported that a Public Health led service was being run in schools. The Committee discussed funding to support the service. It was emphasised that outcomes were required to support any allocation of resource.

Concerns were raised regarding the immunisation programme for schools within Cwmbran which had been flagged with the Deputy Medical Director. It was

recognised that engagement with Local Authorities was required to raise awareness.

It was emphasised that there needed to be a big focus for next year to improve vaccination uptake rates, with particular emphasis on delivery from schools. It was agreed for a paper would be presented to the Committee in September.

ACTION: Sarah Aitken/Secretariat

The Committee discussed staff immunisation rates and noted the incentive schemes in place to improve uptake.

PPWB 0602/04 Delayed Transfers of Care Report

Nick Wood gave a presentation on Delayed Transfers of Care (DTC), including the process, current position and challenges. The following key points were noted:

- The DTC definition used was a national definition – **ACTION:** Nick Wood to send to Dianne Watkins;
- Caerphilly, Newport, Torfaen and Monmouthshire were the four areas with current key challenge;
- Between April and December 2017 there were 749 DTCs. Three main reasons for the DTCs were:
 - Delay in securing a package of care
 - Waiting for Home of Choice
 - Determination of next steps in Health or Social care pathway
- These DTCs were in community hospitals as opposed to acute hospitals which was causing issues for patient flow elsewhere in the system;
- My Care My Home Discharge to Assess Pilot was a huge success in reducing DTCs and provided a 24/7 service with rapid assessment and rapid discharge for medically fit patients;
- Key challenges included resource availability and increased volume of patients requiring support.

It was reported that a meeting of the Leadership Group, including the 5 Local Authority Directors, would take place on 8th February 2018.

The Committee discussed the care home issues and recognised that more engagement with families and carers was required. It was questioned whether families should be informed of all available care home beds, even those outside of their borough, so that they could make an

informed decision, taking into account issues such as waiting lists.

It was acknowledged that a model such as Shaw Healthcare was required. It was reported that Shaw had made a massive impact on the over 75s, with medically fit patients in this age group spending less than one day in hospital. This in turn dramatically reduced patient risk.

The Committee discussed the domiciliary model and emphasised the need to create joint posts. It was also recognised that joint arrangements and place based working would attract more domiciliary workers. It was added that work in conjunction with housing was essential.

PPWB 0602/05 Care Closer To Home

Sian Millar provided an update on the Care Closer to Home Strategy (CC2H). It was reported that the principles had been incorporated into the draft Gwent Area Plan and the draft ABUHB Integrated Medium Term Plan (IMTP) due to be approved at Board on 21st March 2018. It was added that the Strategy had been approved by the Greater Gwent Health, Social Care & Wellbeing Partnership and was strongly supported by the Local Authorities.

It was reported that each of the Integrated Partnership Boards had developed CC2H action plans and the Gwent Adult Strategic Partnership had agreed that this was the model they wanted to take across Gwent. It was agreed to share future dates of the Integrated Partnership Board meeting with the Independent Members.

ACTION: Sian Millar/Secretariat

It was recognised that the Health Board needed to look systematically to identify those areas at more risk. It was added that the Newport pilot worked well with its risk stratification tool. It was questioned how the Health Board intervenes and targets patients early. It was noted that the Health Board had started mapping out hubs with four agreed.

Concerns were raised regarding information sharing in and out of GP systems. It was confirmed that the Information Governance Unit was linked in and the WCCIS programme was dealing with the matter.

It was noted that the Health and Wellbeing hubs would become the primary gatekeepers to the schemes and GP practices would signpost patients to the hubs.

It was reported that all resources were being mapped out, including the Local Authorities and ICF schemes to look at sharing core budgets with the Local Authorities, which would provide a huge resource to deploy differently.

It was recognised that digital stories of patients who had a Stay Well Plan in place could be used as part of the evaluation to the Cabinet Secretary. It was reported that priorities were moving and the Health Board was developing a business case to look at extending the pilot. It was suggested that the Brynmawr Resource Centre could potentially become a pacesetter bid to put into practice.

The Committee discussed the parliamentary review and the need to carry out system building across all 12 NCN areas. It was noted that the ICF bids were being used to develop joint organisational development and training programmes for staff. It was suggested for a glossary of key partners to be included within the document.

ACTION: Sian Millar

PPWB 0602/06 Buurtzorg Nursing Pilot

Sian Millar provided an overview of Buurtzorg initiative and a proposal to implement a programme management approach to a Buurtzorg pilot within the Newport East NCN area. It was reported that the Health Board was identified as a Buurtzorg pilot due to its 'track record' of integrated neighbourhood based services. Newport East NCN area had been identified as the definitive pilot site due to it being an urban area, with significant deprivation and was part of a city regeneration programme.

The Committee was advised that the Health Board would pilot the principles of Buurtzorg as opposed to the model and this had been agreed with Welsh Government. It was noted that Powys Teaching Local Health Board and Cwm Taff University Health Board had also been identified as pilot sites. Although the pilot models vary, there was an expectation that all three Health Boards work together to limit reputation, maximize learning and maximize the impact the funding provided.

The Committee discussed the proposed pilot implementation management structure, the funding received and next steps. It was reported that the Health Board had responded to Welsh Government to confirm that the Health Board would accept the funding and participate in the pilot.

It was recognised that further work was required with the third sector. It was agreed for funding and engagement would be looked into further and feedback.

ACTION: Sian Millar

The Committee praised the pilot but also raised concerns regarding enabling people to access a very different system. It was recognised that citizen engagement was required and suggested for the pilot to be evaluated independently. It was suggested to request research resources from Welsh Government.

It was agreed for a progress update to be provided to the Committee at a future meeting.

ACTION: Sian Millar/Secretariat

PPWB 0602/07 Greater Gwent Regional Partnership Board Area Plan

The Committee was informed that the Regional Partnership Board approved a draft Gwent Area Plan in January, which was now going through a formal engagement process ahead of final approval in March. It was noted that the Health Board needed to provide views and sign up to the Area Plan by the end of March.

The Committee discussed the draft Area Plan and provided views. It was recognised that the plan was still quite high level. The Committee discussed outcome indicators and noted that there was now a National Group looking at joint outcome measures. It was emphasised that to ensure success, the measures needed to be clear.

The Committee agreed that the plan adequately reflected the shared ambition to create an integrated system of health, care and wellbeing across Gwent. The Committee was content to sign up to the Area Plan but noted that they would await the next iteration to receive more clear outcome measures.

PPWB 0602/08 Public Services Board's and Social Services and Wellbeing Act Regional Partnership Board Minutes

The Committee received and noted the minutes from each of the Public Service Boards and the Social Services and Wellbeing Act Regional Partnership Board.

PPWB 0602/09 Minutes of the Meeting held on 2017

The minutes of the meeting held on 9th November 2017 were agreed as a true and accurate record of the meeting.

PPWB 0602/10 Action Sheet

The Committee considered the Action Sheet from the meeting held on the 9th November 2017 and noted that all actions had been completed or progressing.

0911/07 – Primary Care Annual Report – The dental report prepared for the Cabinet Secretary had been updated to reflect the current position. There was a focus on prevention which was clear within the IMTP. Sarah Aitken provided an update on the prevention work and programmes within Gwent. The Oral Health Plan was due to go Board and would come to the Committee beforehand.

ACTION: Secretariat

PPWB 0602/11 Items for Board Consideration

- PSB Plans – Sarah Aitken advised that she was developing a timeline. Plans were expected to be received in March and a separate workshop/group may need to be developed at this time to sign off.

ACTION: Sarah Aitken

PPWB 0911/14 Date and Time of Next Meeting

The next meeting would be held on Thursday 3rd May 2018 at 9:30am in the Executive Meeting Room Headquarters, St Cadoc's Hospital, Caerleon



Public Partnerships and Wellbeing Committee
3rd May 2018
Agenda Item: 1.5

Public Partnerships and Wellbeing Committee

Action Log – 6th February 2018

Action Reference	Action Description	Lead	Progress
PPWB 0602/03	Risk Register Social prescribing - Paper/presentation to be scheduled for the next Committee meeting to provide assurance.	Will Beer/ Secretariat	Complete – item added to forward work programme for September
	Vaccination uptake rates - Paper to be presented to the Committee in September.	Sarah Aitken/ Secretariat	Complete – item added to forward work programme for September
PPWB 0602/04	Delayed Transfers of Care The DTOC definition used was a national definition. Nick Wood to send to Dianne Watkins.	Nick Wood	Complete – definition sent
PPWB 0602/05	Care Closer To Home Future dates of the Integrated Partnership Board meetings would be shared with the Independent Members.	Sian Millar/ Secretariat	Complete – meeting dates shared
	A glossary of key partners to be included within the document.	Sian Millar	In progress
PPWB 0602/06	Buurtzorg Nursing Pilot It was recognised that further work was required with the third sector. It was agreed for funding and engagement would be looked into further and feedback.	Sian Millar	Complete – Information included in Project Plan
	A progress update to be provided to the Committee at a future meeting.	Sian Millar	Complete – item added to forward work programme for September
PPWB 0602/10	Action Sheet Oral Health Plan to be presented to Committee before Board meeting.	Secretariat	Complete – item added to forward work programme. Awaiting date of Board.
PPWB	Items for Board	Sarah Aitken	Complete – item

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0602/11	Consideration PSB Plans - Plans were expected to be received in March and a separate workshop/group would be organized at this time to sign off.		on agenda
All actions to be completed by the next meeting of the Committee unless otherwise stated			



Aneurin Bevan University Health Board

Well-being of Future Generations (Wales) Act 2015 – Individual Duty Progress Update 2017-18

Purpose of the Report:
 The purpose of this report is to:

- provide an update on the progress that the Health Board is making towards its ten Well-being Objectives agreed in 2017 under the requirements of the Well-being of Future Generations (Wales) Act 2015;
- provide an update on the Health Board’s WBFGA Embedding Programme with a specific focus on its WBFGA Self-Assessment process;
- agree the key priorities for the Health Boards approach to the embedding the WBFGA for 2018-19.

Recommendations:
 The Committee is requested to agree the following: -

- Agree that the well-being objectives agreed during 2017 will remain unchanged until reviewed during 2018-19 to determine if these are still fit for purpose.
- To note the progress being made to deliver the Health Board’s well-being objectives.
- That there is a clear approach for fully integrating the planning and monitoring of progress towards the Well-being Objectives into future planning and performance processes. In particular to use the 19-20 (IMTP) Guidance/process to articulate how the Health Board will deliver its Well-being objectives and thereby maximise its contribution to the Pan Wales Well Being Goals.
- To note the ambition narratives for the three Pilot Divisions for Phase 1 of the WBFGA self-Assessment process (Appendix 5) and approve the ongoing key priorities within the WBFGA Embedding Programme (Appendix 3) which includes the further roll out of the self-assessment to the remaining Health Board’s Divisions and Functions (Appendix 4).

The Public Partnerships and Well-Being Committee is asked to: (please tick as appropriate)	
Approve the Report	√
Discuss and Provide Views	√

Receive the Report for Assurance/Compliance		√
Executive Sponsor: Dr Sarah Aitken, Executive Director of Public Health, and Well-being of Future Generations Act Executive Lead.		
Report Author: Mrs Eryl Powell, Consultant in Public Health.		
Report Received consideration and supported by:		
Executive Team		Committee of the Board - Public Partnerships and Well-Being Committee
Date of the Report: 03:05:18		
Supplementary Papers Attached:		
<ul style="list-style-type: none"> • Appendix 1 – Detailed update of the 17-18 progress on the delivering the Health Board’s Well-Being Objectives • Appendix 2 - Integrated Medium-Term Plan 2018/19 – 2020/21 - Embedding the Wellbeing of Future Generations Act • Appendix 3 – WBFGA Embedding Programme - Plan on a Page • Appendix 4- Self Assessment Process- draft end to end plan • Appendix 5 – WBFGA – Self Assessment - Final Ambition Narratives for: <ul style="list-style-type: none"> ○ Finance Division ○ Workforce and Organisational Development Division ○ Facilities Division 		

1. Background

In 2015 The Well-being of Future Generations (Wales) Act was made law. This ground-breaking piece of legislation requires 44 Welsh public bodies to carry out sustainable development. A key aspect of the Act has been to place a legal Well Being duty on Public Bodies, specifically requiring them to improve the social, economic, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle.

This new law will mean that when we take decisions (big or small) they must take into account of the impact they could have on people living their lives in Gwent both now but also in the future.

To help us focus on our most important priorities we have set ten Well-being objectives, these objectives will also help us to demonstrate how we are specifically contributing to each of the

seven Well Being Goals for Wales (fig 1) that were included within the Act.

The Act also requires that when we plan and deliver our functions we do so in a way that is in accordance with the Sustainable Development Principle by working in five specific ways to ensure that we are:

- Looking to the long term so that we do not compromise the ability of future generations to meet their own needs;
- Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their priorities;
- Involving a diversity of the population in the decisions that affect them;
- Working with others in a collaborative way to find shared sustainable solutions;
- Understanding the root causes of issues to prevent them from occurring;



Figure 1: Well-being of Future Generations Act Well-being goals and five ways of working.

The WBFGA also included a number of other key aspects including:

- Establishing a well-being duty on individual bodies - For public bodies the core duty in the Act is that they must set well-being objectives that maximise their contribution to achieving the well-being goals and report progress on how they are making progress to delivering these on an annual basis.
- Collective well-being duty on Public Services Boards - The Act established Public Services Boards (PSBs) for each local authority area in Wales. The PSB must assess the state of economic, social, environmental and cultural well-being in its area; and set objectives that are designed to maximise the PSBs contribution to the well-being goals and prepares a Local Well-being Plan setting out its objectives and the steps it will take to meet them. ABUHB sits on five PSB's and has agreed a set of four priorities that should be reflected in each of the five PSB well-being plans.
 - Priority 1 - To provide children and young people with the best possible start in life.
 - Priority 2 - To achieve impact on preventable heart disease, stroke, diabetes, cancer, respiratory and liver disease.
 - Priority 3 - To improve Community and Personal Resilience, Mental Health and Well-being.
 - Priority 4 - To enable people to age well and for those who need care to receive it in their home or as close to their home as possible.
- Established the Future Generations Commissioner for Wales – this role is to act as a guardian for the interests of future generations in Wales, and to support/monitor the public sector to work towards achieving the well-being goals.

2. Progress update on delivering the Health Board’s ten Well-Being Objectives

The Health Board published its ten well-being objectives as set out below as part of its well-being statement within the 2017-18 IMTP.

AB 1 - Support every parent expecting a child and give every child in Gwent support to ensure the best start in life.
AB 2 - Support adults and children in Gwent to live healthily and to age well, so that they can retain independence and enjoy a high quality of life in to old age.
AB 3 - Promote mental well-being as a foundation for health, building personal

and community resilience.
AB 4 - Encourage involvement of people who use our services and those they support, in jointly owned decisions regarding their own health and care plans, and in wider service planning and evaluation so that we, with our partners, deliver outcomes that matter most to people.
AB 5 - Ensure we maximise the effective use of NHS resources in achieving planned outcomes for services and patients, by excellent communication, monitoring and tracking systems in all clinical areas.
AB 6 - Promote a diverse workforce able to express their cultural heritage, with opportunities to learn and use Welsh in the workplace.
AB 7 - Develop our staff to be the best that they can be with high levels of employee well-being and, as the largest employer in Gwent, promote NHS careers and provide volunteering and work experience opportunities.
AB 8 - Reduce our negative environmental impact through a responsible capital building programme and a sustainable approach to the provision of building services including; carbon and waste management, undertaking procurement on a whole life-cycle cost basis and supportive of local sourcing, promoting sustainable and active travel and, advocating improvements in environmental health.
AB 9 - Plan and secure sustainable and accessible healthcare services ranging from prevention through to treatment, rehabilitation and recovery that meet current and future needs and address health inequities and differing levels of need across our communities.
AB 10 - Continue to integrate our actions with wider public, independent and voluntary sector partners with the aim of developing streamlined, whole system services for people who use our services and those they support.

The ABUHB WBFGA Steering Group has reviewed the well-being objectives and recommends that these remain unchanged, with a review to revisiting them in the third quarter of 2018/19.

This decision took into account the rigorous process that was undertaken with the Divisions to develop the objectives, the alignment to the PSB well-being objectives, and the subsequent sign-off process by the Public Partnerships and Well-being Committee.

A key requirement within the WBFGA is for the Health Board to establish and report progress against its ten Well-being objectives. During 2018 The Health Board will meet this requirement through two specific mechanisms:

- Reporting in the IMTP 2018-19, which included a summary of the Health Board's approach to the WBFGA in Part 1 with more detailed examples of how the Health

Board is applying the five ways of working in Appendix 1. The 2018-19 IMPT was reviewed by Welsh Government, who stated that there was “**Good evidence of work and practice on the Well-being of Future Generations Act. Although it was noted that this was stronger in the first half of the plan and could be strengthened in the second half**”. There is currently work ongoing with the Planning Team to ensure that this specific recommendation is addressed within the 2019-20 IMTP planning process.

- The second mechanism is a detailed progress review which has identified specific operational steps, that the Health Board’s is taking and how these are helping maximise its contribution towards the seven national Well-being goals. Please see Appendix 1 for the detailed progress update.

In overall terms the Health Board is making positive progress in delivering its ten Well-being objectives. The report in Appendix 1 shows that there are many examples of steps/activities that have been undertaken across the Divisions and enabling functions that demonstrate this positive progress.

The following table provides a high-level picture of how key operational steps/activities are delivering against, the five ways of working, ABUHB individual well being objectives and Well being Goals. Whilst this diagram helps to provide a level of assurance that progress is being made against each of the well-being objectives and Goals, the important content for how this has supported the well- being objectives and Goals is provided as key strategic and operational steps/activities below and in more detail within the detailed progress report (Appendix 1) and the Appendix included within the 18-19 IMTP (Appendix 2).

High level map of steps/activities taken towards delivering ABUHB's well-being objectives and how these contribute towards the national well-being goals

Individual Steps/activities taken towards achieving ABUHB well-being objectives	Which way of working does this step best demonstrate?					What Primary ABUHB Well Being Objectives does this step help us achieve?										What Well Being Goals does this step contribute towards?							
	Inv	Col	LT	Int	Pr	AB1	AB2	AB3	AB4	AB5	AB6	AB7	AB8	AB9	AB10	WBG1	WBG2	WBG3	WBG4	WBG5	WBG6	WBG7	
Ffrind I Mi – Volunteering project	√	√	√	√	√		√	√	√		√	√			√	√		√	√	√	√	√	√
OAK Patient Education	√	√	√	√	√		√		√	√				√		√		√	√	√	√	√	√
Falls Pilot Project	√	√	√	√	√		√	√	√	√				√	√	√		√	√	√			√
Crisis house & sanctuary provision	√	√	√	√	√		√	√	√					√	√			√	√				
LD residential services review	√	√	√	√	√		√		√					√	√			√	√				
Review of older adult MH community services	√	√	√	√	√		√	√	√	√				√	√			√	√		√		
Finance staff training and development plan			√							√		√				√		√	√				
Value & Outcomes measurement work		√			√					√				√		√	√	√	√				
Digital Health Records					√					√		√				√	√	√	√				
Continuous Improvement Programme	√	√	√							√		√				√			√				
Integrated Services Children with Additional Need (ISCAN)/Integrated Assessment and Planning		√	√	√										√			√	√					
Integrated breast-feeding	√	√	√	√	√	√											√	√					

Public Partnerships & Well-Being Committee
 3rd, May, 2018
 Agenda Item: 2.1

advice and support																						
Increase update of vaccination in special needs school		√		√	√		√										√	√				
Development of sustainable services for elective patients within the Scheduled Care Division Sustainable services	√	√	√	√	√				√	√				√		√						√
Care Closer to Home GOD Treatment Centres and Wet AMD (ODTCS)	√	√	√	√	√				√	√				√	√	√						√
Develop a system that enables a constant measure of the impact of the care and services	√	√	√	√	√				√	√				√		√						√
Development of a 'Welsh Language Centre of Excellence'	√	√	√	√						√										√		
Supporting a culture that helps ensure that the Clinical Futures Programme is Successful and Sustainable.	√	√	√	√	√					√	√					√		√	√			
Decarbonisation project		√	√		√								√			√	√	√				√

Set out below are five examples of activities that demonstrate how the Health Board's is progressing towards its Well-being objectives and maximising its contribution to the national Goals by applying the Sustainable Development Principle and the five ways of working. These examples range from a strategic transformation programme to small but impactful initiatives.

Long term: Clinical Futures Transformation Strategy

The Clinical Futures transformation strategy has begun to implement the five ways of working in the development of the next phase of the programme, and will over time, seek to ensure they are fully embedded as the programme expands. The programme will provide a blueprint for innovative and redesigned services to meet future long term demands of the populations we serve in line with the aspirations of the Act. Already there is demonstrable progress, across key areas including governance and leadership, planning and service redesign, engagement and involvement. Critically, the Health Board, is the only Health Board selected to work alongside the Wales Audit Office to pilot a new audit methodology, including 'sense-maker' to consider how in the planning and design of our services, the five new ways of working have, and should be adopted.

Derived from this early work with the Wales Audit Office, The Clinical Futures strategy, has adopted a set of design principles that have strong alignment with the five ways of working, particularly in relation to prevention, integration and collaboration. We have committed to including scrutiny and challenge on the five ways of working within the all service redesign challenge sessions.

It is anticipated that these principles align with the design principles, developed by the Welsh Government's 'Effective services group'. The seven design principles, will direct the ongoing IMTP 2018 refresh process, and the programme of service redesign in a consistent manner that not only meets the requirements of the Act, but its ambition and aspirations. The clinical future programme will enable the Health Board to deliver all of its well-being objectives, Objectives 9 and 10 are those that it resonates with most. These being: Well-being objective 9 - *Plan and secure sustainable and accessible healthcare services ranging from prevention through to treatment, rehabilitation and recovery that meet current and future needs and address health inequities and differing levels of need across our communities.* Well-being Objective 10 - *Continue to integrate our actions with wider public, independent and voluntary sector partners with the aim of developing streamlined, whole*

system services for people who use our services and those they support.

Involving: Community Engagement and Better2gether

A small team within the Health Board was established in late 2016, to ensure an active presence across our in communities for at least one full day a week and working with partner organisations and alongside internal services to affect change as a result of what they learn and hear. This community presence is anticipated to develop in 4 levels of maturity:

Level 1-Early presence seeks to build awareness, establish community connections, build trust, share information, open a means of dialogue and questioning, and enable recognition

Level 2-A second anticipated stage of maturity reflects the opportunity to engage on particular topics (service area testing, understanding behaviours etc.).

Level 3- A third maturity step is that of real dialogue and influence, of major service change and as necessary more complex conversations

Level 4 -A fourth step is anticipated as community mobilisation and activation, communities organising themselves and using their own assets for behavioural and or service change.

One example of the emerging work is '**Better2gether**' which is done in collaboration with other organisations across Gwent. This is where the Health Board works alongside partners to engage/involve people who others are also seeking to engage. This enables strong partnership working, the sharing of resource and the ability to collaborate regarding joint solutions to challenges shared. Many organisations have been extremely generous in enabling our participation in their existing activities. The above work is particularly focused on supporting the Health Board to make progress against Well Being objectives 4 "*Encourage involvement of people who use our services and those they support, in jointly owned decisions regarding their own health and care plans, and in wider service planning and evaluation so that we, with our partners, deliver outcomes that matter most to people.*"

Collaboration: Ffrind I Mi

There are many examples of steps/activities undertaken by the Health board around its approach to effectively collaborating with partners to deliver better patient outcomes. One good example of this is the Ffrind I mi initiative (FIM). Funded through the Health Technology Wales Scheme and 1,000 Lives, Ffrind i mi (or Friend of mine) is a new initiative that Aneurin Bevan University Health Board

and its partners are developing to try and make sure that anyone who feels lonely or isolated are supported to reconnect with their communities. Working with Community Connectors and existing volunteer befriending services, the initiative aims to recruit as many volunteers as possible to support those who are lonely and/or isolated. The initiative is able to demonstrate that it is applying the all of the five ways of working. However, its approach is predicated on a collaborative approach by establishing a multi-agency steering group, led by Aneurin Bevan University Health Board in co-production with communities such as the national and local stakeholder engagement event attended by those affected by loneliness and isolation. The steering group and volunteers are crucial to the development and provision of the service, whilst working closely with partner agencies ensures appropriate signposting and directed support to all who require it.

The initiative is an important step in helping the Health Board deliver against a number of its well-being objectives, and in particular supports:

Well-being objective 6 to *“Promote a diverse workforce able to express their cultural heritage, with opportunities to learn and use Welsh in the workplace”* by ensuring all volunteers have training to raise awareness and understanding of equality and diversity and Welsh Awareness, including the “Active Offer” where volunteers are offered Welsh Taster sessions and access to the on-line 10-hour Work Welsh Course. The initiative also supports any clients who require Welsh literature for visitors. All information is provided bilingually.

Well-being objective 7 – *“Develop our staff to be the best that they can be with high levels of employee well-being and, as the largest employer in Gwent, promote NHS careers and provide volunteering and work experience opportunities”*. To support this FIM has been working with Job Centre Wales to promote the work experience and volunteering opportunities, with a view to increasing the potential for future employment. All volunteers are given training opportunities such as Welsh language teaching and British Sign Language Training as well as regular support sessions to ensure the is specific focus on their personal wellbeing.

Integration: Integrated Wellbeing Network

Across Gwent the Health Board has promoted the use of the ‘Integrated Wellbeing Network’, as a new planning framework. From 2018 it is being formally adopted across PSBs, the Gwent Regional Partnership Board and internally within the Health Board. The

Framework adopts a community assets based approach to maximise local resources to improve all aspects of wellbeing. The concept of an Integrated Well-being Network is underpinned by two key principles. The first is about ensuring people have a greater sense of control over what they need, making decisions about their support as an equal partner. The second is concerned with early intervention and preventing the escalation of need by ensuring that the right help is available at the right time.

This step/activity support many of the Health Boards well being Objectives by in particular is an important step for making progress against Well-being objective four, namely *“To Encourage involvement of people who use our services and those they support, in jointly owned decisions regarding their own health and care plans, and in wider service planning and evaluation so that we, with our partners, deliver outcomes that matter most to people.”*

Prevention: Integrated Breast-feeding advice and support service

The development Integrated breast-feeding advice and support service, with Ante-natal and Post-natal Services in breastfeeding advice and support have become more joined up for a family-centred approach. This step/Activity is particularly pertinent to helping the Health Board make good progress against in 1st Well-being objectives namely to *“Support every parent expecting a child and give every child in Gwent support to ensure the best start in life.”*

The initiative has seen an increase uptake of breastfeeding through the following activities:

- Review of breastfeeding training for midwives and health visitors, focussing on evidence based best practice.
- New training programme has support of voluntary sector La Leche League.
- 2 lactation consultants now in place providing support and clinics across HB to women with difficulties breastfeeding
- Development and facilitation of Breastfeeding Peer Support Network, supporting women across hospital and community and home settings. (successful recent accreditation to UNICEF “baby friendly”)

This work has embedded all of the ways of working however, has a significant preventative focus with well evidenced research showing the preventative impacts that:

- Breastfed infants have a reduced risk of respiratory infections, gastroenteritis, ear infections, allergic disease and Sudden Infant Death Syndrome.

- Breastfed infants may have better neurological development and be at lower risk of tooth decay and cardiovascular disease in later life.
- Breastfeeding can be protective against obesity, particularly in those who are genetically predisposed; breastfeeding for 3 months in the first year of a baby's life reduces the risk of obesity by 7%.
- Women who breastfeed are at lower risk of breast cancer, ovarian cancer and hip fractures from reduced bone density

Whilst the above examples highlight the positive progress that has been made by the Health Board towards achieving its well being objectives and its contribution towards the pan Wales Well being Goals, the Health Board recognises that there is still more work to do if it is to fully realise its ambition and deliver the transformational change needed to translate national strategic ambitions into reality across the Health Board. It is these steps that will support an 'integrated system for health, care and wellbeing' predicated on preventative services and providing health services which are fit for future generations. The specific priorities which outline how the Health Board will make progress toward this ambition are outlined within the 18-19 IMTP.

3. Progress update on the Health Boards Well-Being of Future Generations Act "Embedding Programme"

Embedding the ambitions of the Wellbeing of Future Generations (Wales) Act, into the core business of Aneurin Bevan University Health Board is a shared leadership priority of the Health Board.

The Health Board recognises that the Integrated Medium-Term Plan (IMTP) must be the foundation from which to drive change, setting out our 10 agreed wellbeing objectives and providing the detail of how we will deliver these across the Health Board, through adopting the five new ways of working. This is a challenge, it requires new approaches to planning, and a shared understanding at both corporate and operational level, whilst we have made some early progress we recognise that to achieve lasting and effective change, will require a coherent embedding programme with strong Executive leadership, which enables change at the front line.

We are clear of the task ahead, and the nature of change as being a whole systems transformation in how we plan, design and performance manage services, in enabling them to contribute to the

national wellbeing goals. We have established an internal WBFGA steering group, which has developed a WBFGA Act embedding programme (see Appendix 3 WBFGA Embedding Programme-Plan on a Page) which sets out how we will embed the WBFGA and focus on doing this using the five ways of working.

3a – WBFGA – Self Assessment process

A key activity within the Embedding programme is the work on supporting divisions through dedicated and specialist Programme Manager guidance to recognise the expectations placed on them by the Act, and how this must translate into informing service change. This activity has been initially delivered through the WBFGA Self-Assessment Process. The process has been specifically designed to explore the health professionals understanding, perspective, views and to articulate the long-term ambition for each of the Health Board's Divisions and Functions against each of the WBFGA's five ways of working. The self-assessment process has a number of important design principles including:

- The ambition narratives will be co-created and owned by NHS professionals
- The process is not intended to be an assessment of performance or compliance with the WBFGA
- The self-assessment will be a mechanism for teams and individuals to explore best practice, opportunities and barriers to support the Health Board deliver its Well Being Objectives and long-term ambition
- The whole Self-assessment process should add value and become embedded into routine divisional/teams planning and delivery activities
- The process of co creating the narratives and completing the self-assessment will be an important mechanism to raise awareness and understanding around the Act
- The self-assessment should not be a one-off exercise but used as a way to drive continuous improvement.

As part of this process the Chief Executive has also created a film which highlights the importance of the Act in supporting the Health Board transformational change agenda.

The Health Board initially focused the WBFGA Self-Assessment Phase 1 Pilots on some of its enabling Divisions, such as Finance, Workforce/Organisational Development and Facilities. The ambition narratives for these three Divisions have now been agreed by the Divisional Directors (Appendix 5) and are in the process of being

used as the content for the Divisional WBFGA self-assessment survey's.

The end to end plan (Appendix 4) outlines the draft timescales for the roll out of the self-Assessment to the other Divisions/Functions with a plan that the whole Health Board to have been through this process by 2019-20.

The most important stage within the self-assessment process will be how Divisions and Functions use the information and insights from the development of the narrative and final assessment to work together to agree what next steps they might need to take as individuals and collectively to deliver the change required to achieve their Division's and ultimately the Health Board's ambition.

3b – Other key activities within the WBFGA Embedding Programme

Whilst the WBFGA self-assessment process is one of the key activities within the WBFGA Embedding programme there are a number of other workstreams that will be important enablers to ensuring that the Health Board continues to deliver against the aspirations of the Act and achieve its own well-being objectives. These include:

- The development of WBFGA best/notable practice resource that will support staff to both understand what good looks like but also how they might interpret the Act into professional practice.
- A project to look at how we might embed the Act into other corporate processes such as risk management and corporate governance
- Providing a WBFGA challenge role at specific milestones within the Clinical futures and service redesign programme.

3c – Workshop and high level WBFGA assessment – Senior Leadership Event

On the 8th November 2017 the Health Board hosted their annual Integrated Medium Term Plan (IMTP) meeting with senior leaders from across the Divisions to develop the IMTP for 2018/19 – 2020/21. As part of the event the Aneurin Bevan Gwent Public Health Team organised a workshop on the Well-being of Future Generations (Wales) Act (WBFGA). The objectives for the workshop were:

- To update senior leaders on the progress with planning for and implementing the WBFGA;
- To provide participants with the opportunity to understand the 5 Ways of Working;
- To use the session to enable delegates to give an indicative assessment of the Health Board's Maturity for each way of working;
- To gather examples of where the 5 Ways of Working are already being implemented and to identify the barriers and opportunities that the WBFGA presented for ABUHB.

The workshop highlighted that there has been some good progress towards implementation the 5 ways of working within the Health Board and participants at the workshop were able to identify a number of specific examples of this. However, it also highlighted that there was still some way to go for the legislation to be fully embedded across the organisation and within all Divisions and teams and for the opportunity provided by the legislation to deliver sustainable services to be fully realised. The outputs from this workshop has been very helpful in shaping the wider WBFGA embedding programme and the approach to the WBFGA Self-Assessment.

4 Recommendations

The Committee is requested to agree the following:-

- Agree that the well-being objectives agreed during 2017 will remain unchanged until reviewed during 18-19 to determine if these are still fit for purpose.
- To note the progress being made to deliver the Health Board's well-being objectives.
- That there is a clear route map for fully integrating the planning and monitoring of progress towards the Well-being Objectives into current planning and performance processes. In particular to use the 19-20 (IMTP) Guidance/process to articulate how the Health Board will deliver its Well-being objectives and thereby maximise its contribution to the Pan Wales Well Being Goals.
- To note the ambition narratives for the three Pilot Divisions for Phase 1 of the WBFGA self-Assessment process (Appendix 5) and approve the ongoing key priorities within the WBFGA Embedding Programme (appendix 3) which includes the further roll out of the self-assessment to the remaining Health Board's Divisions and Functions.

Assessment of the Impact of the Report:	
Financial Assessment	The proposed recommendations can be carried out within existing roles and budgets; therefore, there are no financial implications.
Link to IMTP	The refresh of the 18-19 IMTP will need to further articulate how ABUHB is embedding the WBFGA and taking steps to deliver its well-being objectives that maximise its contribution to the seven well-being Goals.
Risk Assessment	Failure to deliver its well-being objectives will result in significant corporate risk for ABUHB.
Quality, Safety and Patient Experience Assessment	The impact of this report does not impact on quality, safety and patient experience.
Health and Care Standards for Wales	The Well-being of Future Generations Act links to all of the Health and Care Standards for Wales.
Equality and Diversity Impact Assessment (including child impact assessment)	Wellbeing objectives and Plans are subject to Equality Impact Assessments.

Appendix 2 – Integrated Medium-Term Plan 2018/19 – 2020/21. Embedding the Wellbeing of Future Generations Act

Appendix 1 - Aneurin Bevan University Health Board Integrated Medium Term Plan 2018/19 – 2020/21

Embedding the Wellbeing of Future Generations Act

1. Introduction

Embedding the ambitions of the Wellbeing of Future Generations (Wales) Act, into the core business of Aneurin Bevan University Health Board is a shared leadership priority of the Health Board.

This paper provides an overview of how the health board have started to actively embed the sustainable development principle, into core business through the planning, design and delivery of services in line with our 10 well-being objectives (Annexe A) and which maximise our contribution to the seven national wellbeing goals (Annexe B).

The Sustainable Development Principle

Thinking for the long-term – thinking about long-term needs and demands as well as current ones.

Prevention – acting to prevent problems getting worse or from starting in the first place.

Integration – considering how actions in one area may impact on other areas.

Collaboration – Working with others – including third sector bodies and communities - to help achieve goals that have been decided together

Involvement – involving the people that services or activities are going to benefit or affect from as early a stage as possible

The Health Board recognises that the Integrated Medium Term Plan (IMTP) must be the foundation from which to drive change, setting out our 10 agreed wellbeing objectives and providing the detail of how we will deliver these across the Health Board, through adopting the five new ways of working. This is a challenge, it requires new approaches to planning, and a shared understanding at both corporate and operational level, whilst we have made some early progress we recognise that to achieve lasting and effective change, will require a coherent embedding programme with strong executive leadership, which enables change at the front line.

We are clear of the task ahead, and the nature of change as being a whole systems transformation in how we plan, design and performance manage

services, in enabling them to contribute to the national wellbeing goals. We have established an internal WBFGA steering group, which has developed a WbFG Act embedding programme which sets out how we will embed the five ways of working. Early work has focused on supporting divisions to recognise the expectations placed on them by the Act, and how this must translate into informing service change.

This paper provides an overview of some of the significant work underway across ABUHB to achieve the ambitions of the Act, and identifies those next steps where we need to undertake focused activity in the year ahead, embed the sustainable development principle coherently and effectively across all of our activity

2. The Sustainable Development Principle

2a. ABUHB bespoke self-assessment tool

As an initial step, and as we committed to in our well-being statement, we are carrying out a self assessment of where we are against the five ways of working. Recognising that the high level principles of the ways of working need to be understood in the context of the Health Board we have begun to develop a self assessment tool, working in the pilot phase with three Divisions (Finance, Work-force and Organisational Development and Facilities). This is not just a corporate process intended for self assessment purposes. The self assessment tool development has been led by senior managers within these three pilot areas and the development process is in itself an important aspect of developing understanding of the WbFG Act and the potential that it holds for transformation. The tool sets out ambition statements for each of the five ways of working specific to the Division. This is not just a corporate process intended for self assessment purposes.

2b. ABUHB Clinical Futures transformation strategy

Our Clinical Futures transformation strategy has begun to implement the five ways of working in the development of the next phase of the programme, and will over time, seek to ensure they are fully embedded as the programme expands. It will provide a blueprint for innovative and redesigned services to meet future demands of the populations we serve in line with the aspirations of the Act. Already there is demonstrable progress, across key areas including governance and leadership, planning and service redesign, engagement and involvement. Critically, the Health Board, is the only Health Board selected to work alongside the Wales Audit Office to pilot a new audit methodology, including 'sense-maker' to consider how in the planning and design of our services, the five new ways of working have, and should be adopted.

Derived from this early work with the Wales Audit Office, The Clinical Futures strategy, has adopted a set of design principles that have strong alignment with the five ways of working, particularly in relation to prevention, integration and collaboration. We have committed to including scrutiny and challenge on the five ways of working within the all service redesign challenge sessions.

It is anticipated that these principles align with the forthcoming design principles, developed by the Welsh Government's 'Effective services group'. The seven design principles, will direct the ongoing IMTP 2018 refresh process, and the programme of service redesign in a consistent manner that not only meets the requirements of the Act, but its ambition and aspiration too.

All service re design will be:

1. **Patient centred**, concentrating on safety, quality and experience.
2. **Home to home**: integrated services in the community to prevent illness and improve wellbeing, and providing care closer to home where appropriate
3. **Data and evidence driven**, patient **outcome** focussed.
4. **Innovative** and transformative, considering new ways of organising and delivering care around the patient and their carers
5. **Standardised, best practice** processes and care pathways.
6. **Sustainable** with efficient use of resources.
7. **Prudent** by design, following NHS Wales prudent healthcare principles

3. Translating ambition into activity

Significant emphasis has been placed on developing robust leadership and governance to oversee the culture change required to implement the sustainable development principles as core business across the health board. Whilst Leadership and Governance is not an end in itself, it has enabled the construction of a robust framework from which to shape, direct and deliver sustainable change.

3a. Leadership and Corporate Governance

We have:

- Given the Public Partnerships and Wellbeing Committee, which is Board sub-committee, responsibility for oversight of the implementation of the Act.
- Set up an organisational wide WBFGA steering group, which reports directly into our Public Partnerships and Wellbeing Committee, ensuring a sustained focus on the agenda and system change required, and ongoing scrutiny of progress.
- Established a Clinical Futures Delivery Board to provide collective executive leadership to direct system transformation.
- Implemented a Clinical Futures 'Service Redesign Board' and agreed set of design principles to translate into planned activity the five required ways of working
- Secured agreement that there are 4 consistent wellbeing objectives across the 5 Gwent Public Service Board's relating specifically to improving health.
- Leading pan Gwent work with Gwent Strategic Well-being Assessment Group partners for the Gwent-wide priorities work identifying 4 well-being priorities that have been agreed by Gwent Chief Executives for delivery on a Gwent regional footprint, they are:
 - Make the most of our natural resources to promote well-being

- Work towards climate resilience and reduce the regions carbon emissions
- Reduce inequalities, with an initial focus on :
 - Reducing cancer inequities.
 - An ACE informed approach to public service delivery and community safety.
 - Maximise the city deal benefits for Gwent, with a particular focus on improving regional transport.

3b. Culture change and workforce engagement

- Dedicated staff resources have been identified to lead the necessary workforce and culture change, to embed the sustainable development principle into operational activity. These include the Head of Planning (Partnerships), Public Health lead Consultant, Programme manager/specialist adviser, alongside senior representatives from across each division, who comprise the WBFGA Steering Group.
- The first set of wellbeing objectives were developed through a process of internal consultation to ensure all staff are clear about the expectations, opportunities and challenges in adopting the five ways of working into core business.

3c. Planning and delivery

- The Clinical Futures service redesign programme, has established design principles that have strong alignment with the five ways of working. The outcome of the pilot with the Wales Audit office will also feed into this work strand to inform change.
- The development of the Integrated Medium Term Plan (IMTP) has been reframed to ensure that the Act is one the guiding planning principles, with a specific section now included in the guidance for divisions on IMTP/SCP development, enabling the content to have a clear read across to the achievement of the 10 wellbeing objectives and 5 ways of working.
- The IMTP has a significant emphasis on the role of the sustainable development principle in guiding activity, to plan, deliver and sustain services that meet the needs of future current and generations, but new guidance will be developed for next year which will encompass the outputs of the WBFGA steering group.

4. Case Studies- Implementing The Act In Practice

Case Study 1 - Developing a system of Integrated Health, Care and Wellbeing

Our ambition is to create a truly integrated, locality-based system of health, social care and well-being services on the NCN footprint. These locality based systems will be capable of sustaining consistent and high quality care, but with an ability to change and adapt to meet local needs and circumstance.

The Gwent Clinical Futures system transformation programme will provide the mechanism for moving services and resources from a hospital setting to a community setting and implementing new models of locality based care underpinned by the principles of Prudent Healthcare. The emphasis will be on providing services in partnership with patients using co-production as the means to maximise self-management and decision making and appropriate support from a skilled, multi-professional workforce.

The Clinical Futures framework for an integrated, locality based system is structured into four tiers:

- 1) People staying healthy and well;
- 2) Self-Care;
- 3) Primary Care and NCN Team;
- 4) NCN Hub with specialist and enhanced services.

Case Study 2 - Developing an ABUHB bespoke self-assessment tool

To ensure that services fit for the needs of future generations are planned, delivered and sustained will require a shift from business as usual to a different approach to planning and service redesign.

To support us to make this system shift, an internal leadership group has been established, to develop a suite of resources and tools to support those with corporate responsibilities to adopt a longer terms approach to planning, and to consider what must be done differently and why.

To support a consistent approach that provides both challenge and assurance, we are developing a WBFGA internal self-assessment tool, which is being developed and piloted with workforce, facilities and finance, in recognition of their stretching corporate role to support transformational change.

The tool is one element of a wider programme to support the embedding of the Act and has been designed to reflect ambition around the five ways of working.

Case Study 3 - Involvement of the public and partner organisations

A small team within the Health Board was established in late 2016, to ensure an active presence across our in communities for at least one full day a week and working with partner organisations and alongside internal services to affect change as a result of what they learn and hear.

This community presence is anticipated to develop in 4 levels of maturity:

Level 1-Early presence seeks to build awareness, establish community connections, build trust, share information, open a means of dialogue and questioning, and enable recognition

Level 2-A second anticipated stage of maturity reflects the opportunity to engage on particular topics (service area testing, understanding behaviours etc.).

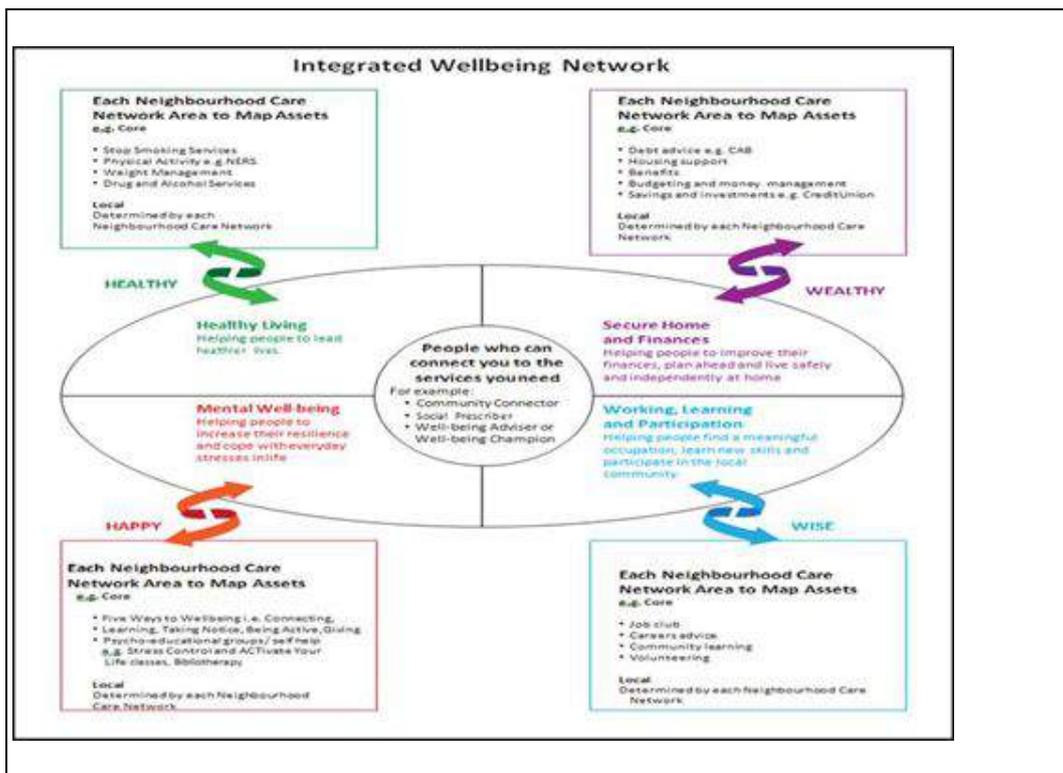
Level 3- A third maturity step is that of real dialogue and influence, of major service change and as necessary more complex conversations

Level 4 -A fourth step is anticipated as community mobilisation and activation, communities organising themselves and using their own assets for behavioural and or service change.

One example of the emerging work is '**Better2gether**' which is done in collaboration with other organisations across Gwent. This is where the Health Board works alongside partners to engage/involve people who others are also seeking to engage. This enables strong partnership working, the sharing of resource and the ability to collaborate regarding joint solutions to challenges shared. Many organisations have been extremely generous in enabling our participation in their existing activities.

Case Study 4 - Integrated Wellbeing Networks

Across Gwent the Health Board has promoted the use of the 'Integrated Wellbeing Network', as a new planning framework. From 2018 it is being formally adopted across PSB's, the Gwent Regional Partnership Board and internally within the Health Board. The Framework adopts a community assets based approach to maximise local resources to improve all aspects of wellbeing. The concept of an Integrated Well-being Network is underpinned by two key principles. The first is about ensuring people have a greater sense of control over what they need, making decisions about their support as an equal partner. The second is concerned with early intervention and preventing the escalation of need by ensuring that the right help is available at the right time.



Case Study 5 – Piloting new ways of auditing the Act

The Health Board was approached by Wales Audit Office in 2017, to act as an NHS pilot site for testing of new audit methodologies under the Act. This would allow the Auditor General to fulfil his responsibilities under the Act and enable WAO to engage with audited bodies and partnerships in a different way. The Health Board was the only NHS body in Wales to participate. The approach helped the Health Board and the WAO to obtain:

A clear understanding of which audit methods can best provide insight, improvement and assurance in the context of the Act.

An understanding of how these methods could be applied at different bodies, to help deliver a proportionate and risk-based approach.

Useful insight and learning to help reflect on how well they we are currently applying the sustainable development principle.

The Health Board’s pilot work is focused on the development of the new Grange University Hospital and using the ‘Sensemaker’ survey tool engaged with Board Members, staff, partner bodies and representatives via our Stakeholder Reference Group and Healthcare Professionals Forum. The results of the survey work have been fed back to the Board and a report produced. The key feedback will be used by both the WAO and the Health Board to reflect and shape our approaches going forward.

Next Steps

Early evidence demonstrates that there is a stronger emphasis on the five new ways of working in the 2018 Integrated Medium Term Plan (IMTP) refresh, as a result of work across the divisions and within the corporate functions to embed the Act into core business. It is particularly evident across the IMTP, Service Change Plans (SCP) and the emerging Clinical Futures programme yet future considerable work is needed to demonstrate consistently a golden thread from the Act, into our agreed activity directed towards achieving our 10 wellbeing objectives. Activity planned for the coming year includes:

- Implementation of the WBFGA embedding programme.
- Reviewing business planning functions to be appropriately robust in measuring progress in delivering the five ways of working, and including.
- Developing bespoke planning guidance to have a stronger emphasis on translating the requirements of the Act into the planning framework.
- Working with early adopter departments to demonstrate progress and inform implementation around the five ways of working.
- Embedding the identified wellbeing objectives from PSB plans into operational activity
- Establishing specific scrutiny and overview tools to support the Public Partnerships and Wellbeing Committee.

Public Partnerships & Well-Being Committee
3rd, May, 2018
Agenda Item: 2.1

Appendix 3 – WBFGA Embedding Programme – Plan on a Page

Key Activity Area	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
WBFGA Steering Group meetings	23/01/2018	22/02/2018	19/03/2018	19/04/2018	24/05/2018	21/06/2018	19/07/2018	23/08/2018	18/09/2018	18/10/2018	22/11/2018	
WBO reporting	Developing and reporting on Individual WB objectives - Stage 1 reporting 18-21 IMTP, Stage 2 Annual Accounts and reporting cycle								Review Well Being Objectives for 19-20			
Phase 1 Pilot - Workforce and O/D	Finalising and sign/off of the beta tool and guidance Finalise approach for wider roll out of tool			Design and tool visualisation Testing Tool in pilot divisions	Workshops to explore results from pilots	Reflect on Learning from the pilots						
Phase 1 Pilot - Finance	Finalising and sign/off of the beta tool and guidance Finalise approach for wider roll out of tool			Design and tool visualisation Testing Tool in pilot divisions	Workshops to explore results from pilots	Reflect on Learning from the pilots						
Phase 1 pilot - Facilities	Finalising and sign/off of the beta tool and guidance Finalise approach for wider roll out of tool			Design and tool visualisation Testing Tool in pilot divisions	Workshops to explore results from pilots	Reflect on Learning from the pilots						
Phase 2 - Primary Care - Frindl MI		Agree scope and approach 09/02/18	Working with Division to design and self assessment narratives		Testing phase two roll - out	Analysis and workshops to explore results from phase 2 roll out						
Phase 2 - Primary Care - Divisional			Agree scope and approach 22/03/18	Working with Division to design and self assessment narratives		Testing phase two roll - out	Analysis and workshops to explore results from phase 2 roll out					
Phase 2 - Scheduled Care			Agree scope and approach TBC	Working with Division to design and self assessment narratives		Testing phase two roll - out	Analysis and workshops to explore results from phase 2 roll out					
Phase 2 - Aneurin Bevan Gwent Local Public Health Team			Agree scope and approach TBC	Working with Division to design and self assessment narratives		Testing phase two roll - out	Analysis and workshops to explore results from phase 2 roll out					
Phase 2 - Informatics			Agree scope and approach: L&L session on 4th April	Working with Division to design and self assessment narratives - 3rd May and 30th May Ambition Narratives and Route Map for ambition 8th		Testing phase two roll - out	Analysis and workshops to explore results from phase 2 roll out					
Phase 2 - Planning			Agree scope and approach: L&L session on 4th April	Working with Division to design and self assessment narratives - 1st session with DMT 19-04-19		Testing phase two roll - out	Analysis and workshops to explore results from phase 2 roll out					
Phase 2 - Families and Therapies		Agree scope and approach 26/02/18	Working with Division to design and self assessment narratives - 1st session with DMT 19-04-19		Testing phase two roll - out	Analysis and workshops to explore results from phase 2 roll out						
Communications	Ongoing communications and embedding Actions											
Embedding in core BP	T&F project "embedding the WBFGA into core business processes"											
Embedding into Governance Frameworks	T&F project "embedding WBFGA into Governance arrangements (individual and shared)"											
Integrating with other tools	Working with PHW to align respective WBFGA tools/frameworks											
best practice tool kit development	Best practice tool kit development											
Division updates on WBO's to Steering group			Quarterly Divisional Progress Update on WBFGA			Quarterly Divisional Progress Update on WBFGA			Quarterly Divisional Progress Update on WBFGA			Quarterly Divisional Progress Update on WBFGA
Key interface with planning/reporting milestones	Initial IMTP 18-19 development and sign-off		Second iteration of IMTP			Annual Performance Reports and accounts	Annual Report		Proposed publication of 2018-2023 Corporate plan			
Other Activities	ABUHS progress update on SWoW to WG (Health)	Lunch and Learn with Planners on WBFGA/SS&W BA		Challenge session for Embedding WBFGA into Service redesign programme								

Appendix 4 – ABUHB Self-Assessment Process draft end to end Plan

Division/Function	Q4-17/18	Q1-18/19	Q2 - 18/19	Q3 - 18/19	Q4 - 18/19	Q1 - 19/20	Q2 - 19/20	Q3 - 19/20	Q4 - 19/20
Finance	Drafting the Narratives	Testing the narratives	Developing the "Route Map"						
Facilities	Drafting the Narratives	Testing the narratives	Developing the "Route Map"						
Workforce and OD	Drafting the Narratives	Testing the narratives	Developing the "Route Map"						
Planning		Drafting and testing the Narratives	Developing the "Route Map"						
Informatics		Drafting the Narratives	Testing the narratives	Developing the "Route Map"					
Aneurin Bevan Gwent Local Public Health Team		Drafting the Narratives	Testing the narratives	Developing the "Route Map"					
Primary Care		Drafting the Narratives	Testing the narratives	Developing the "Route Map"					
Families and Therapies		Drafting the Narratives	Testing the narratives	Developing the "Route Map"					
Scheduled Care		Drafting the Narratives	Testing the narratives	Developing the "Route Map"					
Mental Health and Learning Disabilities			Drafting the Narratives	Testing the narratives	Developing the "Route Map"				
Unscheduled care				Drafting the Narratives	Testing the narratives	the "Route Map"			
Performance					Drafting the Narratives	Testing the narratives	Developing the "Route Map"		
Internal Audit					Drafting the Narratives	Testing the narratives	Developing the "Route Map"		
Procurement					Drafting the Narratives	Testing the narratives	Developing the "Route Map"		
Research and Development							Drafting the Narratives	Testing the narratives	Developing the "Route Map"

Appendix 5 – WBFGA – Self Assessment - Final Ambition Narratives for: Finance Division, Workforce/Organisational Development Division and Facilities Division

Facilities Division - WBFGA – Self Assessment – Ambition Narratives against the Five Ways of Working

Long-Term	<ul style="list-style-type: none"> • The leadership team recognise the transformational change required to meet the long-term challenges within Health and social care and has an emotional contract with its workforce to achieve this aim. • The legacy left for future generations and quality and citizen approaches is a key consideration of all capital works and is an integral criterion within the decision-making process. • All capital investment is rigorously scrutinised through a whole life costing lens and will consider any benefits within a business case in their widest context (i.e. including social benefits) • The NHS Wales aspects of the Design for Life principles including an ambition to work toward “Carbon Neutrality” are fully embedded in decisions for all capital investments • Sustainability and well-being standards are a key requirement with partners and developers in all capital investment • The legal, risk and financial culture of the organisation has shifted to focus more on long-term efficiency than upfront costs in determining the nature of • Technology and innovation are fully exploited in order to provide sustainable and effective citizen-centred service. • All decisions around assets and facilities are robust and well evidenced, correlate with future demographic and service trends and are fully integrated into corporate and public service planning with a long-term time horizon. • All aspect facilities, both soft and hard are seen as integral enablers to achieving the prudent care/mew models of seamless care ambitions outlined within the clinical future strategy • There is a culture which promotes the use of long term data and evidence to inform decision making within the facilities management team • facilities management and estates strategy which uses longer term data to shape the way in which soft facilities will enable ABUHB to achieve its long-term ambition/well-being objectives. • This strategy is well understood and is seen by the board as a key positive contributory factor in influencing how and where the Health board delivers it clinical futures strategy. • There is a clear articulation within Business Plans for all FM functions of the balance between struck between managing short tern needs with longer term ambition.
Involving	<ul style="list-style-type: none"> • The way in which FM services are designed and delivered has been shaped directly proactively engaging and involving patients, future patients, staff and other stakeholders • Staff feel that by working for the health Board their wellbeing has been enriched and they feel engaged and empowered to deliver better outcomes for patients • Staff are routinely using the Welsh National Engagement Principles (https://participation.cymru/en/principles/) to proactively involve and engage citizens in their health and care. • Staff are supported to be creative and innovative in strengthening individual and community involvement, through voice and control in health and care, and to ensure all ages and communities have equal involvement • The six NHS core principles for staff (http://www.wales.nhs.uk/nhswalesaboutus/thecoreprinciplesofnhswales) are seen as intrinsic to how staff are expected to work and

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	<p>these principles are built into personal development and performance frameworks</p> <ul style="list-style-type: none"> • All facilities management staff understand and promote the values and behaviours of the Health Board in the way that they undertake their work • The Division has a learning culture which encourages feedback, self-review and innovation to improve delivery and patient well-being and outcomes. • Staff training and development is seen as a mechanism to improve outcomes and there is well defined professional career path for all FM functions. • Individuals take personal responsibility for self-improvement utilising learning and standards from professional bodies to build capability. • There is a culture which promotes innovation to solve challenging issues and improve services and staff feel empowered to share ideas and solutions
Collaboration	<ul style="list-style-type: none"> • All assets are used and managed on a pan public service basis/footprint. • There is a long-term strategic approach to asset and facilities management which defines the potential to utilise all ABUHB assets on a Pan Public service basis • There is a fully integrated approach to how the health board will work in collaboration with private sector, third and high education establishments to deliver its shared objectives • Where there is collaboration with the private sector there will be an embedded requirement that these clearly maximise their contribution for the well-being objectives and goals. • There is a culture which promotes a One Wales Health care system and therefore utilises its estate and how it manages these to enabling the improvement of citizen/patient outcomes and not seen as owned or managed by any one organisation. • When designing and planning for the future the facilities management team instinctively look for opportunities to share, learn from and collaborate with, others. • There are many examples of Pan Public sector working and pooling of resources to deliver FM functions across the Public-Sector family. • There are many innovative examples of collaborative practice, such as pooled budgets, shared personnel, shared assets, new delivery approached using the third sector.
Prevention	<ul style="list-style-type: none"> • ABUHB assets and facilities has a long-term strategy of maintenance, management and rationalisation which clearly maps to the Clinical Future Strategy (and improved clinical outcomes) and this is clearly understood by all facilities management staff • Prevention is a key design principle for the health board and this principle is fully embedded in the FM function • There is a well-developed business plan which translates how preventative spend in maintaining assets and in soft facility support other divisions functions deliver their preventative objectives. • Health Board facilities proactively support and promote good health through a quality food environment, physical environment. • All staff within the facilities team understand the important role they play in keeping people well. • The culture of the organisation is one that maximises innovation, adopts new technologies and permits Prudent risk taking in order to maximise its prevention impacts. • Increase the value achieved from funding of health and care through improvement, innovation, use of best practice, and eliminating waste and to achieve this there is a permissive culture that promotes invest to save opportunities and preventative investments, such as those in energy generation/management through to waste disposal, water and carbon management and there are many strategic examples of this happening in practice.
Integration	<ul style="list-style-type: none"> • The Health Board has a fully integrated approach to managing its facilities, equipment and infrastructure across all of its departments. • This integration of facility services and staff has moved beyond the boundaries of the Health Board to other Public service partners, other health boards and the private sector where there are many examples of shared facility services and successful use of asset transfer. • There is a clear understanding by the Facilities team of how they contribute towards the Health boards well-being objectives and national goals and this can be clearly seen

	<p>in the Estates/facilities management Strategy.</p> <ul style="list-style-type: none">• There is a culture within the facilities team that promotes and encourages staff to develop innovative integrated solutions to improve patient outcomes and well being• The way in which FM services are used to support and enable improved clinical outcomes and patient well-being is understood and FM is seen as an integral part of achieving the Health Boards long term ambition.• There is a clear understanding of the relationship between risk, resources and prioritisation and the FM function is able to articulate what and which compromises have been made and how these will be managed.• There is a well-developed set of performance indicators/measures across all of the FM functions which are an integral part of measuring progress and success and are used to help inform business decision making.
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HR & Organisational Development Division - WBFGA – Self Assessment – Ambition Narratives against the Five Ways of Working

Long-Term	<ul style="list-style-type: none"> • The leadership team recognise the transformational change required to meet the long-term challenges within Health and social care and has an emotional contract with its workforce to achieve this aim. • The Health Board is seen by staff as a great place to work. • ABUHB workforce and OD strategy is focused on the short, medium and long term (25 years) needs and demands. plans to meet sharply rising demand with predicted decrease in working age population. Workforce has been expanded to support carers. • The Strategy is fully embedded across all directorates and is fully integrated and costed within the IMTP. • The strategy is well embedded in current workforce practice and all staff actively promote the seven design principles of the Clinical Futures Strategy • There is a proactive mandate from the leadership which encourages decisions to be made using a longer-term mindset. • The Health board has a culture of embracing innovation, Technology with the benefits of technology and innovation recognised as necessary to deliver more effective and efficient care and the workforce plans reflect this transformational change. • Public Service Board’s Regional Well-being assessments and projections directly inform workforce planning. • ABUHB have a bilingual workforce and anyone that would want to receive a service in Welsh is able to. • The Strategy is seen as an integral enabler for how the Health Board will achieve its well-being objectives. • The Strategy/approach has been future proofed ensuring that the workforce is able to meet current and future demand across the healthcare system and how an evolving workforce supports Clinical Futures, service redesign and subsequent strategy
Involving	<ul style="list-style-type: none"> • The Health Board has a culture that supports and enables communities to be healthily independent and staff are empowered to promote this way of being • Staff are routinely using the Welsh National Engagement Principles (https://participation.cymru/en/principles/) to proactively involve and engage citizens in their health and care. • Staff are supported to be creative and innovative in strengthening individual and community involvement, through voice and control in health and care, and to ensure all ages and communities have equal involvement • All staff understand and demonstrate both the Health Boards shared values and behaviours • The six NHS core principles for staff (http://www.wales.nhs.uk/nhswalesaboutus/thecoreprinciplesofnhswales) are seen as intrinsic to how staff are expected to work and these principles are built into personal development and performance frameworks • Staff feel empowered to deliver to their best and there is a culture which encourages learning from mistakes without reprisals • Staff feel fully engaged and sighted on how their role will help the Board achieve its strategic and well-being objectives. • There is a culture of trust between staff and management and between staff and patients, • The transformational and New models of care have been co-designed and co-developed with the public and users of care alongside front-line health and social care professionals, and been underpinned by the design concepts set out in Prudent Healthcare, the Wellbeing of Future Generations (Wales) Act 2015, and the Social Services and Wellbeing (Wales) Act 2014 • The organisation has a real understanding of the staff population and actively supports equality to reflect the diversity of staff employed by the organisation. • Staff well-being and morale is see as intrinsic to the achievement of the Health Boards ambition

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Collaboration	<ul style="list-style-type: none"> • Staff are considered to be an integral part of a public service well-being agenda. • Staff have been fully equipped with the knowledge, skills, experience, competencies and confidence they require to deliver a “One Health and Care system” and working in partnership across organisational boundaries to achieve this is the norm. • There is a culture which permits staff to look for collaborative solutions to improving how its workforce can be part of contributing to well-being across the public sector • Staff well-being is paramount in the understanding that staff are also an integral part of their local community. • Patient and staff well-being is at the heart of decision making in the planning and development of local infrastructure. • ABUHB has a fully embedded approach to working in partnership with the wider workforce, Trade Union colleagues, patients, clients, their families and external partners and collaboration across the public-sector system with Strategic Health Authority - Health Education Wales, universities and education providers are evident. • The workforce is focused on value-based healthcare, improving patient outcomes and there is a seamless and fully adopted approach to working with partners to achieve this across the whole organisation.
Prevention	<ul style="list-style-type: none"> • Population health and a preventative approach will be core part of all staff job roles. • Staff consistently work with patients and wider communities to develop preventative approaches to improve health and tackle inequalities • staff/resources are being planned and used in a way that promotes preventative approaches to well-being. • ABUHB is an exemplar organisation that promotes decisions, an environment, culture, behaviours that support well-being of staff, the resilience of the work force and the sustainability of the organisation. • Resources are consistently allocated using a Proportionate universalism approach, i.e. Focusing on those who needs are greatest and planning and using resource accordingly. • There is a permissive culture where staff have authority to pursue preventative approaches and take prudent risks to improve patient well being • There is a culture of value achieved from funding of health and care through improvement, innovation, use of best practice, and eliminating waste and these approaches are fully embedded into all teams and are seen as how we do business rather than one off and isolated activities.
Integration	<ul style="list-style-type: none"> • The Health Board is just one part of a fully integrated Health care and wellbeing system which is not constrained by organisational boundaries. • All staff are clear about their corporate and social responsibility as part of the public service system and the long-term direction and the long-term challenges for communities. • Staff are clear about how their role contributes towards achieving each of the Boards Well-being objectives. • All Staff are able to place their own work in a longer time frame and work with partner organisations and other directorates and strategic partners to look after the needs of future as well as current generations. • All staff are regularly updated with a cycle of training on aspects of sustainable development and this understanding is reflected in their work across the organisation and reflects a fully integrated approach to health care. • Procurement contracts consider this long-term thinking and support the sustainable development agenda through responsible procurement e.g. local workforce, living wage and equity with contractor’s terms and conditions assurance.

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	<ul style="list-style-type: none">• A long-term vision for the work force is clearly communicated and includes supporting work experience, volunteering, apprenticeships to enter the work force, supporting staff throughout their working life e.g. international development opportunities within organisation and preparing and supporting the work force for retirement.• Strategic Governance and processes are designed such that they fully enable integration across the public service system.
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Finance Division - WBFGA – Self Assessment – Ambition Narratives against the Five Ways of Working

Note that for Finance we are piloting a variation of the Self-Assessment where those completing the assessment will be asked to consider **both** non-existent practice and the ambition – Therefore both narratives have been included below

	Where Ambition Narrative is not evident	Ambition Narrative
Long-Term	<p>Organisation Wide</p> <ul style="list-style-type: none"> MTP has been completed but not approved and is focused on year one delivery only. No clear evidence of any data, information or trends used beyond the current financial year. Immediate changes to services included but no further alignment to other service changes, re-design or impact on wider community. Well-being objectives are not known, included or referred. Messages from Board members and Senior members of staff refer only to short-term measures and immediate actions rather than any further service/financial ambition. <p>Directorate Only</p> <ul style="list-style-type: none"> Financial planning (both revenue or capital) is undertaken on a year by year basis. There is no consistent approach where by financial planning takes account of the future financial years by analysing budget-setting, operational efficiency, horizon-scanning and the recurrent effect of savings. Financial information is not used for future planning and for continuous improvement. There are very few examples of where Life-cycle /long-term costing has influenced financial decisions or investment. 	<p>Organisation Wide</p> <ul style="list-style-type: none"> The IMTP has been built and drafted to reflect the required 1-3-year time horizons. The Health board however has consistently used longer term (10-15 years) data and information such as, changes in service demand, service re-design, impacts on primary / community resilience, and other demographical and environmental projections to inform this shorter-term planning. The Health Boards Wellbeing objectives are the driver for its strategic long term financial plans. The culture from senior managers/leaders encourages and promotes decisions and activity to take account of longer term impacts and outcomes. There is a clear rationale for how the Health Board has prioritised its resources and where it has had to make compromises in order to balance short and longer-term need. <p>Directorate Only</p> <ul style="list-style-type: none"> Financial planning (both revenue or capital) is undertaken on a long-term basis (5-10 years minimum). There is evidence that financial planning has taken account of the future financial years by analysing budget-setting, operational efficiency, horizon-scanning and the recurrent effect of savings. The Board and executive have created a culture which emphasises the importance of financial information throughout the organisation by routinely and productively challenging staff. This information is routinely used to create opportunities and incentives for staff to drive continuous improvement. Long-term costing methods (e.g. life-cycle costing) consider the economic, social and environmental impacts of a decision. These methods are consistently and routinely applied for all decisions over

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		significant financial decisions (e.g. investments / savings over £50k)
Involving	<p>Organisation Wide</p> <ul style="list-style-type: none"> • There is no or very little evidence that Financial strategy and planning has been developed using engagement with, citizens, stakeholders and wider partners from across the ABUHB's geographical footprint. • ABUHB has not taken the opportunity to engage with citizen groups, relevant stakeholders including those with Protected characteristics. • Stakeholder views are only included or used where they are mandatory or forced through external mechanisms (e.g. commissioning). • By not engaging with the wider community, a number of service and financial pressures/issues are repetitive in nature. Staff do not feel empowered to achieve business excellence due to the over-riding culture. <p>Organisation and Division</p> <ul style="list-style-type: none"> • Decision-making within the Health Board is undertaken without or with minimal financial evaluation and this process is often regarded as an after-thought. Stakeholders other than those directly affected are involved in the process. • Value based principles such as procurement, savings and investments are not used." 	<p>Organisation Wide</p> <ul style="list-style-type: none"> • Financial strategy and planning has been developed and shaped by wide and deep and meaningful engagement with, citizens, stakeholders and wider partners from across the ABUHB's geographical footprint. • There is clear evidence that engagement has been much more than just consultation and information sharing and ABUHB has taken the opportunity to ensure that has engaged with all citizen groups and ages including those with Protected characteristics • There is also a clear and transparent mechanism which is able to show where citizens have shaped, changed and challenged the long term financial planning decisions. • There is a clear, robust long-term financial evaluation of all decision-making to ensure the financial sustainability is achieved. This involves engagement with stakeholders both internal and external to the organisation and is a wide-ranging across the Aneurin Bevan population in geography and demographics. This is shown and reflected in the financial planning of the organisation. • A 'learning organisation' culture is apparent, meaning that the organisation invests appropriately in the development of all staff as a means to achieve business excellence and expertise in financial management is seen as a prerequisite for career progression in many roles. <p>Organisation and Division</p> <ul style="list-style-type: none"> • All Health Board decision-making requires financial evaluation as a pre-requisite with a requirement to involve all relevant stakeholders in order to ensure all factors are considered. Finance directorate staff have a clear understanding of the health boards values and expected behaviours and is clearly demonstrating these in how is enables and influences the other divisions within the Health Board. • Value based principles (procurement, investments and savings) are used and enables decision-making to be undertaken in a sustainable manner both financially and in line with the WBFGA."

Collaboration	<p>Organisation Wide</p> <ul style="list-style-type: none"> • "There are no examples of where ABUHB have explored with its five PSBs and Regional Partnership Board, opportunities for joining up service models to achieve the sustainable development principle. • The Health Board does not plan sustainable solutions whilst working with others both within and external to the organisation. The Health Board and departments within it, develop plans in isolation. • ABUHB only works collaborate with other NHS organisations when mandated or through known mechanisms e.g. commissioning processes. Services are provided in traditional silos, within county, regional and organisational boundaries and this type of Silo working is the norm and therefore effort and resources are often duplicated across services. • Many opportunities for efficiencies and collaboration remain unexplored. <p>Directorate Only</p> <ul style="list-style-type: none"> • The Health Board do not engage in any (or very few) cross-organisational budgetary arrangements, investments or pooled budgets. • The finance directorate does not undertake any evaluations of best practice and benchmarking with other finance departments both within and external to the NHS. 	<p>Organisation Wide</p> <ul style="list-style-type: none"> • "Joint service models between regional, neighbouring and local partners have been fully assessed and used where appropriate. • The majority of Health Board sustainable planning is undertaken using a collaborative approach. This involves both internal and external stakeholders and the majority of plan clearly indicates that this approach has been undertaken where possible and applicable. The Health Board and departments within it collaborate to develop service wide plans • Strategic planning and commissioning work routinely explores a range of options for delivering services to and with the community. • Selection of service models is not based solely on cost, but on a range of criteria which focus on long-term costing, cross silo efficiencies and outcomes-based measures. • There is a clear and unequivocal approach to understanding Gwent wide priorities and how and where these can be planned for and then delivered on a collaborative basis. • There is also a clear and transparent tone from the top which will ensure that resources will be directed at improving citizen outcomes even if this requires resources to be repatriated to another delivery organisation." <p>Directorate Only</p> <ul style="list-style-type: none"> • The Health Board undertakes a number of pooled budget arrangements across a wide sub-section of services both clinical and non-clinical to maximise efficiency for the Gwent citizen including cross-organisational budgetary arrangements and investments with other public-sector bodies. • There is a permissive culture which encourages individual, team and directorate learning and innovation to drive improvement, with on-going analysis and sharing of best practice and benchmarking across other finance departments both internal and external to the NHS.
Prevention	<p>Organisation Wide</p> <ul style="list-style-type: none"> • "There are few examples of preventative financial measures or invest to save schemes to bring long term efficiencies and 	<p>Organisation Wide</p> <ul style="list-style-type: none"> • "There is a clear message from senior leaders that supports and promotes strategic decision making which deploys resources to prevent problems

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	<p>limited evidence of investment in preventative clinical and non-clinical interventions focused on improving patient outcomes.</p> <ul style="list-style-type: none"> • There is no positive trend in resources being prioritised towards preventative interventions. • The Health Board does not have a preventative strategy in its Well Being Objectives and no preventative strategies are used when undertaking service and financial planning." <p>Organisation and Directorate</p> <ul style="list-style-type: none"> • There is no "use of resources" strategy linked to preventative health. Decisions relating to use of resources in this manner are undertaken on an ad-hoc basis. • There are no or few detailed examples where resource has been moved or followed National (or local policy decisions). E.g. to "out of hospital" care 	<p>occurring in the future.</p> <ul style="list-style-type: none"> • This philosophy is evidenced and embedded within strategic plans. The IMTP therefore has a clear and well-established rationale for the use of preventative financial measures and all business cases have this as an assessment criterion. • ABUHB has well embedded processes to promote invest to save schemes to deliver long term efficiencies. • It is standard practice to invest where possible in preventative clinical and non-clinical interventions to ensure the delivery of long term positive patient outcomes. • There is a clear trend which shows how resources are shifting from reactive to preventative interventions and there is a clear commitment that this trend will increase in future years. • The Health Boards preventative strategy and ambition is clearly articulated within its Well Being Objectives and these set the strategic ambition for the Health Board."
<p>Integration</p>	<p>Organisation wide</p> <ul style="list-style-type: none"> • "Financial planning and management accounting is not undertaken in an integrated manner with limited correlation between Service, financial and workforce plans. • When mandated, there is no alignment between plans and hence only short-term fixes are enacted. This applies across all areas of the Health Board." <p>Organisation and Directorate</p> <ul style="list-style-type: none"> • "Financial Planning is undertaken on traditional departmental basis (Budget +, or -). • There are no definitive examples of where financial planning is aligned or integrated and focused on delivering the organisations wellbeing/strategic objectives. • There is no demonstrable culture which proactively seeks to measure/understand how financial resourcing decision taken by the Health board positively or negatively impact 	<p>Organisation and Directorate</p> <ul style="list-style-type: none"> • "The Financial Planning approach has fully embraced the principles of ""Integrated reporting"". Financial plan, operational plans and wider strategic planning have all been developed using the IIRC Integrated reporting principles. • There is clear process which ensures that all Service Change Plans have been clearly aligned to the finance, workforce and capital plans. • There is a clear transparent process which ensures that future priorities for investment are assessed through business cases that clearly demonstrate how these investments will support ABUHB contribution towards its wellbeing objectives and the Seven National Well Being Goals • All financial planning and management accounting is undertaken in an integrated manner using Value Based Healthcare principles. Service, workforce, informatics and financial plans are aligned across the organisation. They are clearly defined within IMTP and can be linked to PSB as applicable • There is a culture which proactively seeks to understand how financial

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	<p>its partners achieving their strategic objectives."</p> <p>Directorate Only</p> <ul style="list-style-type: none"> Integrated reporting is not used. Only traditional reporting methods are the norm with limited use of non-financial information being used to inform strategic financial performance reporting. 	<p>resourcing decision taken by the Health board positively or negatively impact its partners achieving their wellbeing objectives and this information is key to shaping the Health Boards final priorities."</p> <p>Directorate Only</p> <ul style="list-style-type: none"> There is an on-going review to assess whether resources are being used in an optimal manner across the organisation. Value Based Healthcare is embedded across the organisation with many examples to assess performance against outcomes which in turn assesses the optimal use of resources.
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Appendix 1 - Detailed report on 17-18 progress on ABUHB's Well-being Objectives

The reporting framework below provides highlights of operational activities/steps taken by the core and enabling Divisions/function demonstrating how the Health Board is making progress towards its Well-being Objectives.

This is the first year of reporting progress against the Well-Being Objectives and our reporting and monitoring approach is still evolving to meet these new requirements. Therefore, the intention of this report is to capture practical examples, which have been drafted in Health Professionals own words, of how the Health Board is progressing towards its objectives. In addition to this report the Health Board's IMTP 18-19 also includes many examples of activities that support the delivery of the well-being objectives, an outline of future priorities and an initial update of how the Health Board is embedding the Act.

The framework below provides a high-level matrix which demonstrates the relationship between steps, ways of working, objectives and Goals for the Health Board as a whole. This is matrix supported by a more detailed narrative which articulates, **how** these activities/steps help to demonstrate progress towards the well-being objectives and how they contribute to the Goals.

Detailed case studies and steps showing progress against the ten Well-being Objectives and National goals.

Division – Primary Care and Community			
Step/Activity	How have the five ways of working been demonstrated in this activity?	Which well-being objectives does this step/activity help us to achieve and why?	How does this step contribute towards the national well-being goals?
Friend of Mine (FIM)	<p>Long Term – To reduce the impact of loneliness and social isolation, ensuring those who experience it or are at risk of it can be supported and reconnected with their communities.</p> <p>Prevention – Raise awareness and understanding of the seriousness of loneliness and social isolation, through conversations with all stakeholders to promote the concept of ‘compassionate communities’.</p> <p>Integration – Support key messages in the Older People’s Commissioner for Wales national programme, Aging Well in Wales; the Well-being of Future Generations Act (Wales) 2015; Social Services and Well-being (Wales) Act 2014; Bevan Commission Simply prudent Health (2013) and corporate social responsibility.</p> <p>Collaboration – A multi-agency steering group, led by Aneurin Bevan University Health Board in co-production with communities, ensures a collaborative approach, the concept</p>	<p>AB 2 – FIM actively promotes Intergenerational Volunteering and activities which supports all generations in learning and sharing skills and understanding – strengthening communities and supporting individuals in reconnecting with communities.</p> <p>AB 3 – FIM gives volunteers skills and knowledge to support their role – giving confidence to the volunteer as well as the person receiving the service. Improving the individual’s resilience which will support the compassionate community development.</p> <p>AB 4 – Clients and volunteers have options for the level of support they would like to receive/give and are also made aware of the options available in the area regarding their health and wellbeing and they may be sign-posted where appropriate and consented to.</p> <p>AB 6 – All volunteers have training to raise awareness and understanding of equality</p>	<ol style="list-style-type: none"> 1. A population that has a better understanding of each other’s needs and what can be done to support them will support a more prosperous Wales. 3. Increasing awareness of and reducing the incident of loneliness and social isolation will support a healthier Wales. 4. Volunteering and befriending increases the opportunities for all parties thus making a more equal Wales. 5. Promoting and supporting FIM alongside collaborative working with all stakeholders encourages the development of compassionate well-connected communities. 6. FIM supports and encourages the Welsh language and culture through training, creating bilingual clubs, literature and aids.

	<p>of which is being shared across Wales and England.</p> <p>Involvement – Ffrind I Mi has been developed from national and local evidence gathered at a stakeholder engagement event which was attended by those affected by loneliness and isolation. The steering group and volunteers are crucial to the development and provision of the service, whilst working closely with partner agencies ensures appropriate signposting and directed support to all who require it.</p>	<p>and diversity and Welsh Awareness, including the Active Offer. Volunteers are offered Welsh Taster sessions and access to the on-line 10 hour Work Welsh Course. We encourage all volunteers to promote the Active Offer and we will support any clients who require Welsh literature of visitors. All information is provided bilingually.</p> <p>AB 7 – FIM has been working with Job Centre Wales to promote the work experience and volunteering opportunities, with a view to increasing the potential for future employment. All volunteers are given training opportunities such as Welsh language teaching and British Sign Language Training as well as regular support sessions to ensure their wellbeing.</p> <p>AB 10 – FIM recognise that there are a wealth of organisations and services available to support individuals but knowledge of the services is ‘patchy’ – increasing awareness, understanding of individuals and the services available; collaborative working; a strong partnership board; networking; sharing through literature and engagement events have all helped ensure people have access to the most suitable service at the most suitable time.</p>	<p>7. The work that FIM are partaking in on loneliness and social isolation is an international issue so any learning and best practice can be shared on the local, national and international stages.</p>
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<p>OAK Patient Education</p>	<p>Long Term – Giving patients Options, Advice and Knowledge (OAK) which may improve the quality of the decision making with a Health Care Professional (HCP) to ensure that services are accessed at the appropriate time (both in the short term and long term) and patients have the skills and knowledge to self-manage their conditions long term.</p> <p>Prevention – Increasing knowledge and awareness of condition management can slow progression of conditions and prevent further damage or harm. Where information is given to members of the public (such as spouse/friends attending sessions), who do not yet have a condition, the advice may prevent conditions occurring.</p> <p>Integration – The provision of the OAK service has been developed taking into account the impact it may have on all related services and the short and long term impact on patients. The sessions support colleagues in Primary Care where time is their challenge and should then ensure that patients access secondary services at a more appropriate time for the management of their condition. The physiotherapy team has been monitoring the impact on their service. OAK has promoted an integrated approach between these divisions.</p> <p>Collaboration –OAK was developed through collaboration with Primary Care, Physiotherapy and Trauma and orthopaedics.</p> <p>Involvement – OAK has demonstrated the importance in involving patients in the</p>	<p>AB 2 – Giving patient Options, Advice and Knowledge allows them to make choices that will have a positive impact on their long and short term health. Results are demonstrating that attendees are choosing conservative methods of management.</p> <p>AB 4 – OAK sessions actively encourage and promote shared decision making, whilst giving knowledge and advice to support the process. To ensure maximum engagement with patient’s web pages and on-line training is being developed as not all patients can or wish to attend a group session. Literature, films and webpages will be produced bilingually.</p> <p>AB 5 – OAK sessions are supporting primary Colleagues as it recognises the constraints which currently exist during the GP consultation. Patient education should increase patient knowledge and activation in their self-management. Thus ultimately increasing conservative methods of management and appropriate referral as recommended in the NICE guidance. OAK is monitored through patient feedback, postal survey and clinical audit.</p> <p>AB 9 – Giving patients more knowledge to self manage and be equally involved in shared decision making should impact on the use of all our services – meaning that people access or are referred when the time is right for them – The intention is not to prevent access to secondary care</p>	<ol style="list-style-type: none"> 1. Oak is an innovative way of working that through education and empowerment of a population will encourage appropriate use of resources and management or prevention of conditions, supporting a prosperous Wales. 3. Providing Patients with a range of options and knowledge will make us a healthier Wales. 4. Giving people more knowledge and improving understanding means that they can be an equal partner in joint decision making. OAK actively encourages patients to be involved in their management and decision making, supporting a more equal Wales. 5. OAK knee and Lower back pain are encouraging activity and reassuring patients that they can still be mobile and active. This is supporting people in remaining connected with their communities. 6. OAK information is provided bilingually for those people who would like information in Welsh. Remaining active as a result of patient education means that patients can still take part in the
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	<p>decision making around management of their condition. Early results are very positive and giving patients Options, Advice and Knowledge means that they can share decision making on a more equal footing.</p>	<p>services but to make it more efficient as cited in the Bevan report: ‘right care for right patient at right time in right place by right professional’.</p>	<p>arts, sports and recreation that is important to them.</p> <p>7. The development of OAK can benefit any patient anywhere so the work will be shared to promote best practice, locally nationally and internationally.</p>
<p>Falls Pilot Project</p>	<p>Long Term – The Falls Pilot Project will impact positively on the short and long-term health of the patient, the long term development of staff education and development, the resources required by other services such as Welsh Ambulance trust (WAST) and secondary care services.</p> <p>Prevention – The study has shown that implementation can reduce the time a patient is on the floor so preventing harm to an individual. It is reducing A&E visits and subsequently reducing hospital admissions to preventing unnecessary trips to hospital for some individuals.</p> <p>Integration – The pilot project has worked with Care Home staff, Primary Care and WAST to ensure that the service has an integrated approach. This has included providing appropriate training for all staff to ensure that everyone is prepared and working together.</p> <p>Collaboration – This work is a collaboration between Primary care and WAST.</p>	<p>AB 2 – Improving the management of non-life-threatening and non-injurious falls will improve the health and well-being of adults who experience them</p> <p>AB 3 – Reducing the time that a patient spends on the floor and preventing a hospital visit will improve the mental well-being of patients.</p> <p>AB 4 – Training care home staff to manage non-injurious falls within the care home setting allows them to make the correct decisions for their residents.</p> <p>AB 5 – The falls Pilot Project is promoting effective use of NHS resources with improved outcomes for patients. This is being monitored and reported and results published.</p> <p>AB 9 – The roll out of the Falls Project will be supportive of providing a sustainable and accessible health service by ensuring that patients are managed in the correct environment to meet their needs, which also impacts on service resource.</p>	<p>1. Training staff to manage non-injurious falls appropriately will improve the health of individuals and use of resources within the health service making us a more prosperous Wales.</p> <p>3. The Falls pilot Project has had a positive impact on the patient’s physical and mental wellbeing but also that of the staff.</p> <p>4. Training care home staff in the management of non-injurious falls enables them to have the appropriate knowledge to manage the people they care for more appropriately. This allows staff to improve their skills which impacts on the health and wellbeing of their patients.</p> <p>5. Reducing the likelihood of a patient needing to stay in hospital means that they are kept in their familiar environment and</p>

	Involvement – The Falls Pilot Study has involved staff from 10 pilot homes but is now rolling out to a further 50 homes.	AB 10 – Results of the project are shared as appropriate to support all sectors involved in the care of people who are at risk of falling.	maintaining their sense of community. 7. Outcomes from the Falls Pilot Project will be shared locally, nationally and internationally.
Division – Mental health and Learning Disabilities			
Step/Activity	How have the five ways of working been demonstrated in this activity?	Which well-being objectives does this step/activity help us to achieve and why?	How does this step contribute towards the NWBG?
Crisis house & sanctuary provision	<p>This piece of work addresses two key areas:</p> <ul style="list-style-type: none"> • Providing an effective alternative to an in-patient admission – crisis house • Offering a safe place to a person who may be experiencing the beginnings of a mental health crisis or extreme emotional distress – sanctuary provision. <p>Both facets operate on a strengths based approach to enable and support people to address the key issues that have brought them to this crisis point. This may be practical assistance eg tenancy support or building an individual’s resilience eg managing anxiety.</p> <p>The work is at the feasibility study stage and represents a movement away from short-term episodes of care which may not address the wider determinants of why a person is experiencing a crisis and understanding ‘what matters’ to them on their recovery journey.</p> <p>Service users across Gwent are currently being asked their views about the development of</p>	<p>This work stream supports the following WB goals:</p> <p>AB 2 This piece of work will focus on a person being able to live healthily, supporting those who lead riskier lifestyles and enabling people to live independently.</p> <p>AB 3 This piece of work is completely focussed on a person’s mental well-being and by asking ‘what matters’ to them, enabling the person to continue their recovery journey.</p> <p>AB 4 Service users who have had relatively recent experiences of using statutory mental health services in a crisis are currently providing feedback about the development of a crisis house and sanctuary provision.</p>	<p>It addresses ‘A healthier Wales’ and ‘A more equal Wales’ as we ensure that people’s mental health needs are met from a strengths based approach to support their recovery. People with a mental health illness are some of the most vulnerable members of our society, but also come from all backgrounds. It is important that they are able to meet the goals they wish to achieve eg returning to work and also to be members of their community.</p> <p>It can also be seen to address ‘A Wales of cohesive communities’.</p>

	<p>the crisis house and sanctuary provision and staff have also been engaged.</p> <p>The third sector are key stakeholders in the work and the workstream lead is the CEO of a third sector mental health organisation. As the work progresses, it is anticipated that a RSL will become involved too.</p> <p>The work will require a major system change for how health and social care support people in a crisis. Ultimately the aim is to prevent people reaching crisis point, but to still be able to offer holistic wrap around care to individuals who do present in a crisis and not just a medical model of care.</p>	<p>AB 9 The purpose of this work is to provide an effective alternative for people to an in-patient ward and to avoid taking people away from their family, friends and community which can exacerbate matters. It is also to shift the focus to prevention and to support people who may be experiencing life crises such as debt or homelessness which can precipitate a mental health crisis.</p> <p>AB 10 This is an integrated, whole system approach involving the public sector, the third sector and eventually the not-for-profit sector.</p>	
<p>Learning Disability residential services review</p>	<p>This work involves ABUHB working with the 5 local authorities to find appropriate, person centred solutions for individuals with a learning disability currently living in health board residential provision.</p> <p>There are 22 service users living in residences across the 5 boroughs in group homes. A large proportion of these individuals were residents at Llanfrechfa Grange Hospital prior to its closing in 2008. The work stream aims to:</p> <ul style="list-style-type: none"> • Reduce the restrictions on the lives of individuals (not Deprivation of Liberty Safeguards) 	<p>This work stream supports the following WB goals:</p> <p>AB 2 This work stream will enable people with a learning disability to live in the least restrictive environment based on their needs so that they can enjoy doing things that anyone else in their community can do and access eg going on the bus, going to the pub, attending classes and going on holiday.</p> <p>AB 4</p>	<p>This work stream addresses ‘A more equal Wales’ and ‘A healthier Wales’ as the 22 service users are living in an environment which maximises their mental well-being and recognises and encourages what they bring to their community and society.</p>

	<ul style="list-style-type: none"> • Provide individual packages of care for individuals • Enable greater independence of individuals • Enable better access to finances • Enable better access to transport • Improve compatibility for individuals • Base its model on social care or is influenced by this • Is least disruptive to the individuals • Improves individuals rights <p>Each of the service users have had their individual needs assessed and individualised packages of care have been proposed in partnership with the service user, the local authority, RSLs and the family. The purpose is to provide the least restrictive environment for each person so that they can thrive in their own home and do ‘what matters’ to them.</p>	<p>This work has entirely focussed on meeting the needs of each individual.</p> <p>AB 9 This piece of work will address the long term needs of the 22 service users, a number of whom no longer require a health based model of care.</p> <p>AB 10 This piece of work is being undertaken with the 5 local authorities and other partners as appropriate eg RSLs, care agencies</p>	
<p>Review of older adult mental health community services</p>	<p>The purpose of this piece of work is to develop sustainable services that meet the mental health needs of older people across Gwent now and over the coming decades. The focus is on both organic and functional mental health, recognising that many adults of a working age who have lived with mental illness or substance misuse are moving into the older person age bracket. It is also about responding to a person’s desire to receive care as close to home as possible.</p>	<p>This work stream supports the following WB goals:</p> <p>AB 2 This programme of work will enable the range of needs of older people to be met.</p> <p>AB 3 Mental well-being is explicit in all aspects of this work.</p> <p>AB 4</p>	<p>This work is about ‘A healthier Wales’, ‘A more equal Wales’, ‘A Wales of cohesive communities’ as we value and embrace older people and ‘A Wales of vibrant culture and thriving Welsh language’ as we maintain the link with Welsh culture and heritage through the lived experience over older people and continue to facilitate them being able to share their memories with younger generations.</p>

	<p>This is a multi-faceted piece of work, involving mental health, physical health, public health, local authorities, the third sector, community groups, RSLs and the independent sector, as well as older people themselves, both service users and members of the public, and carers.</p> <p>The range of services being looked at vary and include combatting loneliness eg befriending services, community support groups, enhancing support at the point of a dementia diagnosis, enhancing in-reach support to care homes and improving access to evidence based psychological therapy interventions including group work. Therefore the range of services will be all along the continuum of support from prevention to those who are receiving more specialist care.</p> <p>The first borough where this work is progressing is in Monmouthshire.</p>	<p>Older people are being actively engaged with regarding ‘what matters’ to them. As this work progresses a more co-productive approach will develop.</p> <p>AB 5 The demographics for older people are well known already. Interventions need to be evidence based and commissioning of third sector services for prevention and early intervention will also provide a more effective use of resources.</p> <p>AB 9 This is at the heart of this piece of work.</p> <p>AB 10 This is an integrated approach to produce system wide change.</p>	
Division – Family and Therapies Division			
What did we do?	How have the five ways of working been demonstrated in this activity?	Which well-being Objectives does this step/activity help us to achieve and why?	How does this step contribute towards the NWBG?
Integrated Services Children with Additional Need (ISCAN)/Integrated Assessment and Planning	Children with complex health needs and disabilities do not have a single plan of care and get passed on from service to service. As a result there are duplication of services, long waiting lists and poor outcomes for children.	AB10	A more equal Wales as a more integrated response to the needs of children with complex needs/disabilities

	<p>The essence of this work is to develop integrated assessment and care planning services for children with disabilities and developmental difficulties. These children needs to be seen only once from the right professionals who are able to complete one single assessment and one plan for their care This work has demonstrated the following ways of working:</p> <ul style="list-style-type: none"> - Integrated Approach across health services, social services and education - Collaboration to prevent duplication - Long-term so as to support the ability of future generations to meet their own needs 		<p>A healthier Wales as a single plan will improve the outcomes of the children with complex needs/disabilities</p>
<p>Integrated breast-feeding advice and support</p>	<p>Ante-natal and Post-natal Services in breastfeeding advice and support have become more joined up for a family-centred approach. Increase uptake of breastfeeding through the following activities:</p> <ul style="list-style-type: none"> • Review of breastfeeding training for midwives and health visitors, focussing on evidence based best practice. • New training programme has support of voluntary sector La Leche League. • 2 lactation consultants now in place providing support and clinics across HB to women with difficulties breastfeeding 	<p>AB1 – The Breast feeding advice and support is one of the key enablers to ensuring delivering support for every parent expecting a child and give every child in Gwent support to ensure the best start in life. With a well evidenced research showing the preventative impacts that:</p> <ul style="list-style-type: none"> • Breastfed infants have a reduced risk of respiratory infections, gastroenteritis, ear infections, allergic disease and Sudden Infant Death Syndrome. • Breastfed infants may have better neurological development and be at 	<p>A healthier Wales as physical and mental health benefits of breast-feeding are understood and shared across services. The opportunity to maximise the expertise to support and influence choices and behaviours that benefit the health of our future generation.</p> <p>A more equal Wales as the facilitation of the breastfeeding peer support mechanism will develop skills of women from different background to promote</p>

	<ul style="list-style-type: none"> • Development and facilitation of Breastfeeding Peer Support Network, supporting women across hospital and community and home settings. (successful recent accreditation to UNICEF “baby friendly”) This work has demonstrated the following ways of working: <ul style="list-style-type: none"> - Integrated approach across services - Collaboration to find shared and sustainable solution - Long-term as breastfeeding brings benefits to our future generation - Involvement of women in a peer support network to influence the agenda within different communities 	<p>lower risk of tooth decay and cardiovascular disease in later life.</p> <ul style="list-style-type: none"> • Breastfeeding can be protective against obesity, particularly in those who are genetically predisposed ; breastfeeding for 3 months in the first year of a baby’s life reduces the risk of obesity by 7%. • Women who breastfeed are at lower risk of breast cancer, ovarian cancer and hip fractures from reduced bone density 	<p>breast-feeding in different communities in Wales</p>
<p>Increase update of vaccination in special needs school</p>	<p>Increased uptake of vaccinations in the special needs schools from 42% - 96%. Encourage parents and school teachers to have flu vaccine to protect the children in the special needs schools. The whole system of how the vaccination is offered and who administers it has become integrated. School nurses within each school who know very well the children and their parents are now promoting, raising awareness and offering the vaccination. In the past, other members of staff would come in the school and offer the service. This area of work has demonstrated:</p> <ul style="list-style-type: none"> - Collaboration across services - Specific prevention of flu and avoidable impacts on children’s and adults health 	<p>AB2 – This specific initiative will support the Health Board to deliver against its objectives around “Support adults and children in Gwent to live healthily and to age well, so that they can retain independence and enjoy a high quality of life in to old age”.</p>	<p>A healthier Wales as vaccination has increased amongst this vulnerable group of children A more equal Wales as this vulnerable group has been targeted</p>

Division – Finance			
Step/Activity	How have the five ways of working been demonstrated in this activity?	Which well-being objectives does this activity help us to achieve and why?	How does this step contribute towards the National Wellbeing Goals (NWBG)?
Finance Staffing Training and Development Plan	<p>Long Term – To reduce long term impact of retirement of finance staff across all areas.</p> <p>Prevention – Prevent the impact of temporary staffing and potential service issues resulting from retirements.</p> <p>Integration – Support the integration of different service departments by assessing tasks undertaken. Integration explored between other departments and organisations through innovation projects with the NHS Finance Academy.</p> <p>Collaboration – A multi-agency approach including Network 75, NHS Finance Academy and Aneurin Bevan University Health Board.</p> <p>Involvement – Training plan developed using engagement with schools and colleges alongside those other organisations to develop approach from school leavers, graduates through to those working within the department and developing accordingly.</p>	<p>AB 5 – Development of succession planning to promote financial sustainability, innovation and reduce risk of high temporary staffing alongside service risks.</p> <p>AB 7 – The training plan includes working with “Network 75” as well as schools/colleges. As a result ABUHB have employed students from the Gwent area who have not gone through graduate or external training schemes in order to promote internal training structures.</p>	<p>2. Training & Development plan encourages a more prosperous Wales through local employment and training opportunities.</p> <p>8. Increasing flexibility and reducing impact of lack of succession planning.</p> <p>9. Plan increases the opportunities for students from all backgrounds to obtain employment within the department thus making a more equal Wales.</p>
Value Outcomes Measurement work	<p>Long Term – To assist with long term financial sustainability and maximise use of resources.</p> <p>Prevention – Specific projects and outcome measures to prevent the impact of rising costs and service/demand growth.</p> <p>Integration – Working with other Welsh NHS Health Boards, Welsh Government and Clinicians. Integration of financial, service and</p>	<p>AB 5 – Development of links to ICHOM and WG in order to measure outcomes and Value work. This is essential in order to provide efficient use of all resources across both the Health Board and local Health economy.</p> <p>AB 9 – Value outcomes using International Consortium for Health</p>	<p>1-4. Value and outcomes measurement programmes aims to maximise resources through a wide range of programmes many of which are undertaken on a National and International level. As this progress we would aim through</p>

	<p>workforce benefits as well as consideration through outcome measures of how measures interlink.</p> <p>Collaboration – A multi-agency approach including a range of National and International organisations which impacts of other Divisional Well-being goals.</p> <p>Involvement – Engagement with a wide range of internal/external and other organisations e.g. ICHOM to progress priority areas.</p>	<p>Outcomes Measurement (ICHOM), outcomes. Examples such as projects within dementia, IBD and Lung Cancer.</p>	<p>this ground-breaking work to obtain a more prosperous, resilient, healthy and equal Wales. This is completed through the work undertaken for the clinical conditions identified.</p>
<p>Digital Health Record</p>	<p>Long Term – To ensure that clinicians have access to all clinical information immediately.</p> <p>Prevention – Deploying these resources maximises efficiency through better use of I.T., reduces delays linked to paper records and more efficient clinic set-up throughout the Health system.</p> <p>Integration – Working with other private sector provider as well as input from other Welsh NHS Health Boards, Welsh Government and Clinicians.</p> <p>Collaboration – Use of private sector providers in conjunction with both NHS and non-NHS staffing in order to input paper clinical records onto digital platforms.</p> <p>Involvement – Developed using engagement with other leading NHS organisations in England to evaluate best approach.</p>	<p>AB 5 – Development of systems to maximise use of resources through best tracking systems available.</p> <p>AB 7 – Use of local workforce through links to local private sector organisations / job centre plus.</p>	<p>1-4. Digital Health records work will in time maximise resources through efficient use of IT. As this progress we would aim to obtain a more prosperous through local workforce, resilient to the increasing demand on all services and equal Wales through consistent use of systems across ABUHB.</p>

Division – Facilities			
Step/Activity	How have the five ways of working been demonstrated in this activity?	Which well-being objectives does this step/activity help us to achieve and why?	How does this step contribute towards the NWBG?
<u>Continuous Improvement Programme</u>	<p><u>Involving People</u> Staff and managers at all levels within Facilities are tasked with looking and developing new ways of working more effectively and efficiently within Catering and Cleaning operations at YYF.</p> <p><u>Collaborating with Others</u> Best practice and learnings from the experiences at YYF will be developed to other areas within Facilities and also at different hospital sites.</p> <p><u>Looking to the Longer-Term</u> Integrating more steam-lined and effective ways of working will benefit the staff involved, the overall patient experience and ensure financial and physical (e.g. stock & stores) resources are managed more effectively.</p>	<p>AB 5 - Ensure we maximise the effective use of NHS resources in achieving planned outcomes for services and patients, by excellent communication, monitoring and tracking systems in all clinical areas.</p> <p>AB 7 - Develop our staff to be the best that they can be with high levels of employee well-being and, as the largest employer in Gwent, promote NHS careers and provide volunteering and work experience opportunities.</p>	<p>NWBG 1 – The CI Programme promotes innovation and improved productivity within Facilities. Learnings from which can be transferred to other areas of ABUHB. Also employees can benefit from this skills within their personal lives. The CI practices develop and promote proportionate and efficient use of resources.</p> <p>NWBG 4 – Promotion of equality with the CI programme is key to success. Staff from all backgrounds, regardless of Band or socio-economic circumstances are given equal chance to participate and improve the working environment and overall patient experience.</p>
<u>Decarbonisation project</u>	<p><u>Long term</u> ABUHB is currently developing a new Energy Management strategy which will consider the long-term data, renewable energy technology developments and the impact of these on Carbon Management/reduction.</p> <p><u>Collaboration</u> The health board is working with its partners such as Torfaen PSB to develop a regional</p>	<p>Th decarbonisation project will directly help the Health Board deliver against AB8 – <i>“Reduce our negative environmental impact through a responsible capital building programme and a sustainable approach to the provision of building services including; carbon and waste management, undertaking procurement on a whole life-cycle cost basis and supportive</i></p>	<p>NWBG 1 – Investments in renewable technology support the Welsh Governments strategy around Green growth and provide a platform for sustainable economic growth in Wales.</p> <p>NWBG 2 – A recognition that steps towards decarbonisation also have</p>

	<p>approach to Climate adaptation and mitigation with the first step being to Benchmark the respective PSB organisations using NRW’s Carbon Foot print tool.</p> <p>Prevention The Energy Strategy and resultant focus on reducing Carbon through energy choice will ensure that the Health Board is part of the solution which prevents/reduces Co2 emissions and its resultant negative, environmental and health impact.</p>	<p><i>of local sourcing, promoting sustainable and active travel and, advocating improvements in environmental health”.</i></p>	<p>positive environmental impacts which promote a resilient Wales NWBG 3 – Reductions in Co2 and Improvements in air quality by promoting and using renewable energy has direct health benefits. NWBG4 – Wales has a direct role to play in overall UK and global Carbon reduction targets which forms part of Wales target set within The 2016 Environment Act to ensure that in 2050 net Co2 emissions are at least 80% lower than the baseline set in legislation.</p>
Division – Scheduled Care			
Step/Activity	How have the five ways of working been demonstrated in this activity?	Which well-being objectives does this step/activity help us to achieve and why?	How does this step contribute towards the NWBG?
<p>Development of sustainable services for elective patients within the Scheduled Care Division</p>	<ul style="list-style-type: none"> ➤ Development of demand and capacity plans for RTT, Cancer and Delayed FUs, fully aligned to financial plans ➤ Development of extensive and detailed sustainability plans ➤ Plans signed off by Planned Care Board/Executive Team ➤ Action plans developed/in the process of being developed for all specialities 	<p>AB 4 –</p> <ul style="list-style-type: none"> ➤ Development of PROMS/PREMS – currently being used in foot and ankle and being rolled out to Hips and knees ➤ Patient involvement in the Knee pathway ➤ Breast Reference Group chaired by a Patient Reference – working with HB in the development of the New Breast Unit <p>AB 5 –</p>	<p>Development of sustainable services. The plans incorporate the immediate, medium and long term plans.</p> <p>The IMTP plans by the very nature are integrated plans and we work with key stakeholders and service users /staff groups to collaborate on service provision and plans</p>

		<ul style="list-style-type: none"> ➤ Plans ensure that resources are optimised, with utilisation increased ➤ Monitoring mechanisms in situ that are reviewed on a weekly basis to ensure that the outputs are achieved ➤ Review of pathways to ensure right place, right time for patients eg spinal <p>AB 9–</p> <ul style="list-style-type: none"> ➤ Development of the sustainability plans ➤ Review pathways eg MSK, ophthalmology ➤ Linking sustainability plans to the clinical futures (The Grange) agenda which will mean that all service delivery is being review under the principles of right place, right time – prudent approach 	
<p>Care Closer to Home – example of Glaucoma Ophthalmic Diagnostic Treatment Centres and Wet AMD (ODTCS)</p>	<ul style="list-style-type: none"> ➤ Development of centres at Blaenavon, Newport (2), Ebbw Vale, Newbridge and Monmouth. With Wet AMD – age related macular degeneration – delivered at Ysbyty Ysrad Fawr (YYF), Nevill Hall Hospital and at Specsavers in Newport ➤ Capacity for 4,200 patients per annum (FU and now new) 	<p>AB – 2</p> <ul style="list-style-type: none"> ➤ Providing the recommended flu regime for patients and helping them to live independently for as long as possible <p>AB - 5</p> <ul style="list-style-type: none"> ➤ Using the resource effectively by utilising optometrists and nurse injectors 	<p>This development required the collaboration of a number of stakeholders, external to the HB and also working closely with patients. The early intervention assists with ensuring that conditions are managed and reduce conditions getting worse</p>

		<ul style="list-style-type: none"> ➤ Freeing capacity on acute site for those patients who require secondary care provision ➤ Increasing Follow-up provision to patients who are in a most at risk category ➤ 97% patient satisfaction <p>AB – 9</p> <ul style="list-style-type: none"> ➤ Care closer to home for patients ➤ Reducing waiting times to ensure that health does not deteriorate and increase chances of recovery ➤ Gives greater education and support to patients ➤ Care delivered by a fully integrated work force including secondary care, primary and the third sector <p>AB – 10</p> <ul style="list-style-type: none"> ➤ Use of independent sectors such as specsavers and facilities outside of NHS properties 	<p>Keeping patients more self-sufficient and able to continue working for example</p> <p>This model is a fully integrated approach with work force including secondary care, primary and the third sector</p>
<p>- To develop a system that enables a constant measure of the impact of the care and services we have provided to our patients.</p>	<ul style="list-style-type: none"> ➤ Each area has developed KPIs to ensure that we are able to measure impact on our service. Some of the examples are: <p>-Dashboard outlining delivery against a number of targets, e.g. DNA rates, ALOS, day</p>	<p>AB – 4</p> <ul style="list-style-type: none"> ➤ Breast reference group ➤ Patient satisfaction surveys <p>AB – 5</p> <ul style="list-style-type: none"> ➤ As in case study 1 <p>AB - 9</p> <ul style="list-style-type: none"> ➤ Reducing waiting times ➤ Reduction variation 	<p>Ensuring that the transformation of services is monitored and delivered and lessons learnt/changes of direction taken where required.</p> <p>Good practice shared with specialities and all stakeholders.</p>

<p>Production of KPIs/targets for the Division</p>	<p>case rates, theatre and outpatient utilisation, delivery of RTT, FUs and cancer targets</p> <ul style="list-style-type: none"> ➤ Divisional Patient and Safety Quality Forum – reviewing areas such as complaints, SIs, infection controls issues, incidents etc ➤ Roll out of PROMs collection to also include PREMS ➤ Breast Reference Group and patient participation in planning ➤ Clinical audit – held on a monthly basis by all specialtiies 	<ul style="list-style-type: none"> ➤ Ability to measure the outcomes from the sustainability plans ➤ Transformational plans in situ for all specialities, that will be monitored against progress ➤ A number of approaches include total pathway approaches such as MSK 	
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Division – Workforce and Organisational Development			
Step/Activity	How have the five ways of working been demonstrated in this activity?	Which well-being objectives does this step/activity help us to achieve and why?	How does this step contribute towards the NWBG?
<p>ABUHB is the first Health Board to develop a ‘Welsh Language Centre of Excellence’ within the heart of the local community in Monmouthshire.</p>	<p>Collaborating with others This new model of working places our Welsh Language team outside of usual Health Board premises and in the heart of the local community. It facilitates increased accessibility and partnership working supporting other partners in achieving their wellbeing goals.</p> <p>Involving people It brings together Welsh speakers from within the community both as individuals and through established groups such as:</p> <ul style="list-style-type: none"> • Cymreigyddion Y Fenni • Merched y Wawr • Clwb Gwawr • Adran yr Urdd <p>Facilitating and supporting them to engage with the Health Board in their language of choice/need.</p> <p>Taking an integrated approach Through working with other partners such as the Local Authority and Third Sector it enables us to positively impact on the</p>	<p>AB 6 - Promote a diverse workforce able to express their cultural heritage, with opportunities to learn and use Welsh in the workplace.</p> <p>We currently do not have any training resource or facilities that adequately facilitates effective Welsh language training. The Centre of Excellence enables us to better utilise the appropriate people and resources within the community and from other organisations to build the language skills of our staff. Increased numbers of staff will be able to use the Welsh language to meet patient need. There will be increased confidence to use their Welsh language skills for staff who are already Welsh speakers</p> <p>National indicators such as Cymraeg 2050 emphasise the importance of ensuring that the Welsh language is used and heard as a normal part of everyday life. This Centre of Excellence facilitates this both directly within the Centre itself but more importantly via the increased skills and confidence that will be taken out of the Centre and into the Health Board and local community.</p>	<p>A Wales of vibrant culture and thriving Welsh language...</p> <p>The Centre of Excellence is demonstrable evidence for our community and staff that ABUHB is responding to feedback and has a commitment to the Welsh language by piloting and evaluating a ground breaking approach that will better support the delivery of a bilingual service and helping to create a society that promotes and protects culture, heritage, and the Welsh language.</p>

	<p>wellbeing goals of other Public Sector Wellbeing goals.</p> <p>Looking to the longer term - The Centre of Excellence will help us to achieve the ambition of a million Welsh speakers as described in the Cymraeg 2050 Strategy.</p>	<p>Increased accessibility for the Welsh speaking community to Health Board staff enabling us to ‘trouble shoot’ prior to admission and improve patient experience.</p>	
<p>Workforce Development: Supporting a culture that helps ensure that the Clinical Futures Programme is Successful and Sustainable.</p>	<p>Long Term The OD Team has identified that providing support to make the CF Programme successful and sustainable as its priority agenda. In turn the CF programme is designed to improve the health of the population, reduce inequalities and ensure that NHS services are sustainable in the short, medium and long term.</p> <p>In order to do this the culture needs to recruit, develop and retain staff. In particular we are looking at developing new ways to recruit and train staff from local populations that would not normally think of joining the NHS, ensure that the workforce reflects the local population and create flexible opportunities for people to work longer into old age.</p> <p>Supported the Executive team to develop their internal vision statement that outlines the long term ambition of ABUHB.</p>	<p>AB 7 - Develop our staff to be the best that they can be with high levels of employee well-being and, as the largest employer in Gwent, promote NHS careers and provide volunteering and work experience opportunities.</p> <p>The aim of the culture change work is designed specifically to meet these objectives.</p> <ul style="list-style-type: none"> • Recruitment of a more local and more diverse workforce • Promote our corporate responsibility as the largest employer in the area • Ensure that our staff are supported to be the best that they can be and that they work to bring the best out in those around them. • Support for people to get into work • Support for people to stay healthy in work • Support people to stay in work 	<ul style="list-style-type: none"> • A more prosperous Wales • A more equal Wales • A healthier Wales <p>Reducing the effects of poverty and inequality are significant factors in promoting improved health</p> <p>Active support for people’s physical and mental wellbeing whilst at work.</p> <p>Ensuring we have a highly skilled and competent workforce delivering healthcare services to those who need them</p>

	<p>Involving People</p> <p>The Culture Change Programme is undertaking a wide range of activities designed to promote greater involvement including:</p> <ul style="list-style-type: none"> • Cultural Survey completed by over 1,100 staff to initiate an organisation wide discussion on what culture we have, the culture we want and how we support the changes we need to make. • Information Roadshows designed to ensure that staff understand the CF Programme and how it will affect them and the services they provide • Undertaking a series of in depth 1:1 interviews with staff representing a vertical slice of the organisation to identify common issues that exist within the organisation that need addressing and common opportunities that can be supported centrally. • Undertake the staff survey on a bi annual basis • Undertake the Medical Engagement Scale on a bi annual basis • Undertake regular Pulse surveys within teams and divisions • Facilitate and support a range of Staff Conferences • Manager networking events • HCSW networking events 	<p>AB 6 - Promote a diverse workforce able to express their cultural heritage, with opportunities to learn and use Welsh in the workplace.</p> <p>Active support to recruit, develop and retain staff from across all demographic groups across the Gwent region and especially those groups / communities that are currently under-represented.</p>	
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	<p>Collaborating</p> <ul style="list-style-type: none"> • Working with local schools to run careers fairs to help support local children to think about a career in the NHS • Working with local schools to provide work experience opportunities to disadvantaged children and in particular those in care. • Working with local schools that do not have a history of students moving on to medical school to raise expectations and offer support through the application process to ensure that local people who previously had not aspired to become medics can aim for and gain access to medical training. • Undertaking a research project with Cardiff University to better understand the culture that exists and how it can be affected by different interventions. • ABUHB is in the process of recruiting three Graduate Trainees as part of the WG led All Wales Graduate Training Programme Pilot. Each Graduate will work on a collaborative multi agency project. Partners include PHW, NWIS, Office National Statistics, 		
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	<p>Caerphilly County Borough Council, Torfaen Borough Council, Melin Homes, Natural Resources Wales and Torfaen PSB.</p> <p>Prevention Reducing poverty and social & financial inequalities is one of the most effective ways of reducing chronic health problems. ABUHB is actively looking to work with schools to ensure all members of society can access NHS careers and to ensure that our workforce reflect the demographics of the local population.</p> <p>It is also important that we look after the health and wellbeing of our staff so that they can work for longer. The supports we have put in place include:</p> <ul style="list-style-type: none"> • Amending the organisational values from ‘patient first’ to ‘people first’ to recognise the importance of staff and carer wellbeing • Successful completion of the Gold and Platinum Corporate Health Awards • Development of the Health at Work Committee • Staff Wellbeing Service • Regular Schwartz Rounds • Development of Taking Care Giving Care 		
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	<ul style="list-style-type: none"> • Mindfulness Training • Roadshows promoting greater flexibility for older workers and to support them to work for longer where they choose to do so. <p>Taking and Integrated Approach</p> <ul style="list-style-type: none"> • Actively participate in the Torfaen PSB • Led the development of three proposals supporting the recruitment of graduates into the new Graduate Training Programme in partnership with other statutory and voluntary sector agencies. • Ongoing development of an OD research agenda with Cardiff University • Supporting the Primary and Community Services Division to develop its concept of Place Based Working. 		
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High level map of how the individual case studies/steps demonstrate the Health board is progressing its well-being objectives and maximising its contribution to the national well-being Goals.

Individual Steps/activities taken towards achieving our well-being objectives	Which way of working does this step best demonstrate?					What Primary ABUHB Well Being Objectives does this step help us achieve?										What Well Being Goals does this step contribute towards?						
	Inv	Col	LT	Int	Pr	AB1	AB2	AB3	AB4	AB5	AB6	AB7	AB8	AB9	AB10	WBG1	WBG2	WBG3	WBG4	WBG5	WBG6	WBG7
Ffrind I Mi – Volunteering project	√	√	√	√	√		√	√	√		√	√			√	√		√	√	√	√	√
OAK Patient Education	√	√	√	√	√		√		√	√				√		√		√	√	√	√	√
Falls Pilot Project	√	√	√	√	√		√	√	√	√				√	√	√		√	√	√		√
Crisis house & sanctuary provision	√	√	√	√	√		√	√	√					√	√			√	√			
LD residential services review	√	√	√	√	√		√		√					√	√			√	√			
Review of older adult MH community services	√	√	√	√	√		√	√	√	√				√	√			√	√		√	
Finance staff training and development plan			√							√		√				√		√	√			
Value & Outcomes measurement work		√			√					√				√		√	√	√	√			
Digital Health Records					√					√		√				√	√	√	√			
Continuous Improvement Programme	√	√	√							√		√				√			√			
Integrated Services Children with Additional Need (ISCAN)/Integrated Assessment and Planning		√	√	√											√			√	√			
Integrated breast-feeding advice and support	√	√	√	√	√	√												√	√			
Increase update of vaccination in special needs school		√		√	√		√											√	√			

Development of sustainable services for elective patients within the Scheduled Care Division Sustainable services	√	√	√	√	√				√	√				√		√				√	
Care Closer to Home – example of Glaucoma Ophthalmic Diagnostic Treatment Centres and Wet AMD (ODTCS)	√	√	√	√	√				√	√				√	√	√		√			√
Develop a system that enables a constant measure of the impact of the care and services	√	√	√	√	√				√	√				√		√		√			√
ABUHB is the first Health Board to develop a ‘Welsh Language Centre of Excellence’ within the heart of the local community in Monmouthshire.	√	√	√	√						√									√		
Workforce Development: Supporting a culture that helps ensure that the Clinical Futures Programme is Successful and Sustainable.	√	√	√	√	√					√	√					√		√	√		
Decarbonisation project		√	√		√								√		√	√	√				√



Aneurin Bevan University Health Board

PSB Well-being Plans: Process of Approval

Purpose of the Report:			
<i>To update members on the agreement of the Public Service Board, Wellbeing Plans 2018</i>			
Recommendation:			
<i>To note the process undertaken and progress made</i>			
The Committee is asked to: (please tick as appropriate)			
Approve the Report			
Discuss and Provide Views			
Receive the Report for Assurance/Compliance			
Note the Report for Information Only			✓
Executive Sponsor: Dr Sarah Aitken			
Report Author: Dr Emily Warren			
Report Received consideration and supported by :			
Executive Team		Public Partnerships and Wellbeing Committee	
Date of the Report: 25th April 2018			
Supplementary Papers Attached: Approval Letters			

2 Background

The Wellbeing of Future Generations (Wales) Act 2015 requires each Public Service Board to develop and publish a Wellbeing Plan.

The purpose of the local well-being plan, is to set out the Public Service Boards' (PSB) priorities and actions for the next five years to improve the economic, social, cultural and environmental well-being of their individual local authority area. It is a multi-agency plan, developed in collaboration with public and third sector partners.

Each plan sets out local well-being objectives, priorities and steps that the PSB proposes to take to meet the objectives.

Once published (May 2018) the plan will be the main focus of the Public Service Board.

3 Issues

Each of the five Public Service Boards in Gwent have identified, agreed and adopted a set of wellbeing objectives, derived from the local population wellbeing assessment undertaken in each local authority area, and which form the basis of each Well-being plan.

The plans have been developed through a structured partnership approach at PSB Level, with Executive Directors from the Health Board leading the contribution into the plan in alignment with IMTP priorities. A set of four wellbeing objectives were agreed by Executives, and these informed the development of the health and wellbeing elements of the plans. Internal officer support groups for each of the five PSB have been established with representation from Public Health Consultants, Head of Partnerships, and Partnership Network Managers.

The internal development and approval process was led by the Director of Public Health, to ensure synergy across the five plans, ensuring alignment with IMTP/SCP priorities. Draft plans were provided to Executive Directors for comment and amendment, with final written approval provided by the Chair of the Health Board.

Letters on behalf of the Chair of the Health Board have now been issued to Chairs of each of the five Public Service Boards, endorsing the final plans.

4 Recommendation

The Board is asked to note the process undertaken to develop and approve the five well-being plans.

Assessment of the Impact of the Report:	
Financial Assessment	<i>None</i>
Link to Integrated Medium Term Plan	<i>The plans have been developed in alignment with the content of the IMTP</i>
Risk Assessment	<i>N/A</i>
Quality, Safety and Patient Experience Assessment	<i>N/A</i>
Health and Care Standards	<i>The process to agree the content of the PSB wellbeing plans reflects the required standards</i>
Equality and Diversity Impact Assessment (including child impact assessment)	<i>N/A</i>



Direct Line: 01633 435957

23 March 2018

Paul Matthews
 Chief Executive
 Monmouthshire County Council
 County Hall
 Rhadyr
 Usk
 NP15 1GA

Dear Mr ~~Matthews~~ Paul,

I am pleased to confirm the formal agreement of Aneurin Bevan University Health Board to Monmouthshire Public Service Board's Wellbeing Plan.

The plan is both ambitious and innovative and aligns well with the wellbeing objectives of the Health Board. The Health Board particularly welcomes the strong emphasis on improving health and wellbeing within the plan.

Yours sincerely

Ann Lloyd
Chair/Cadeirydd

Bwrdd Iechyd Prifysgol Aneurin Bevan

Pencadlys,
 Ysbyty Sant Cadog
 Ffordd Y Lodj
 Caerllion
 Casnewydd
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 Ffôn: 01633 436700
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Aneurin Bevan University Health Board

Headquarters
 St Cadoc's Hospital
 Lodge Road
 Caerleon
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Bwrdd Iechyd Prifysgol Aneurin Bevan yw enw gweithredol Bwrdd Iechyd Lleol Prifysgol Aneurin Bevan.
 Aneurin Bevan University Health Board is the operational name of Aneurin Bevan University Local Health Board



AL/ DW/sa

Direct Line: 01633 435957

24 April 2018

Cllr Debbie Wilcox
 Leader of Council
 Newport Public Services Board
 c/o Policy, Partnership & Involvement Team
 Civic Centre
 Newport
 NP20 4UR

Dear Cllr ~~Wilcox~~*Debbie,*

I am pleased to confirm the formal agreement of Aneurin Bevan University Health Board to Newport Public Service Board's Wellbeing Plan.

We welcome the strong emphasis in the plan on improving health and wellbeing through early intervention. The plan is both ambitious and innovative and aligns well with the Wellbeing Objectives of the Health Board.

We look forward to continuing to work with you in partnership to deliver the ambitions of the Wellbeing Plan.

Yours sincerely

Ann Lloyd
Chair/Cadeirydd

Bwrdd Iechyd Prifysgol Aneurin Bevan
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 Ysbyty Sant Cadog
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AL/AH/sa

Direct Line: 01633 435957

24 April 2018

Cllr Anthony Hunt
 Executive Member for Resources and Strategic Leadership
 Torfaen County Borough Council
 Civic Centre
 Pontypool
 NP4 6YB

Dear Cllr Hunt

I am pleased to confirm the formal agreement of Aneurin Bevan University Health Board to Torfaen Public Service Board's Wellbeing Plan.

We welcome the strong emphasis in the plan on improving health and wellbeing through early intervention. The plan is both ambitious and innovative and aligns well with the Wellbeing Objectives of the Health Board.

We look forward to continuing to work with you in partnership to deliver the ambitions of the Wellbeing Plan.

Yours sincerely

Ann Lloyd
 Chair/Cadeirydd

Bwrdd Iechyd Prifysgol Aneurin Bevan
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 Aneurin Bevan University Health Board is the operational name of Aneurin Bevan University Local Health Board



Aneurin Bevan University Health Board Integrated Partnership Boards

Purpose of the Report: To report to the Public Partnerships and Well Being Committee the revised draft terms of Reference of the Integrated Partnership Boards (IPBs) and to inform how they link the NCN work with the Regional Partnership Board			
Recommendation: The Committee is asked to note and comment on the draft Terms of reference of the IPBs and to note the developments.			
The Committee is asked to: (please tick as appropriate)			
Approve the Report			
Discuss and Provide Views			x
Receive the Report for Assurance/Compliance			
Note the Report for Information Only			
Executive Sponsor: Sarah Aitken/Nick Wood			
Report Author: Sian Millar			
Report Received consideration and supported by :			
Executive Team		Public Partnerships and Wellbeing Committee	x
Date of the Report: 24/4/18			
Supplementary Papers Integrated Partnership Board Terms of Reference and Monmouthshire IPB Action Plan			

2 Background

The IPBs have a varied history within Gwent. The Monmouthshire Board has been long established (linked to the Section 33 in place for the Integrated Team and Management Structure) whilst the others have developed with the emergence of NCNs.

Since the advent of the Social Service & Well Being Act and the establishment of the regional partnership structure the Terms of Reference (TOR) and governance arrangements of the IPBs have been revised and due to be considered at the Leadership Group. The draft TOR is attached (Appendix 1). It should be noted that, since the Gwent Adult Strategic Partnership has been formed, it is recommended that the IPBs should report through this strategic partnership to the Leadership Group. This will ensure synergy and achievement of the Gwent Adult Strategic Partnerships’ strategic objectives.

3 Issues

- i) Not all IPBs have developed and matured at the same rate. The Monmouthshire Board is mature and through this Board there is clarity about how the NCNs, with their wide membership of practitioners supporting their communities achieve optimal health and well-being, feeds its plans and local knowledge to a forum of senior decision makers. The NCN leads then influence the strategic direction and plans, building on the more localised NCN plans. This is an important 'link' in the operational and governance chain. A copy of the most recent action plan for the Monmouthshire IPB is attached as Appendix 2 as an example.
- ii) The other IPBs are maturing – the Newport Board is advanced with an agreed action plan and innovative agenda, focussing on implementing a well-being model, working on in-reach services to the Royal Gwent Hospital and the development of plans for meeting in house primary care unscheduled care demands. It is the IPB which will provide the Project Board functions for the Newport East development.
- iii) Caerphilly IPB is developing its plan, focussing on the model of integrated working in the Rhymney Resource Centre and planning a new approach. There is also work on-going to identify and consolidate health and well-being hub delivery across the Borough.
- iv) The Blaenau Gwent IPB is in a similar place, consolidating the Tredegar development but also looking at implementing all aspects of the Primary Care Model in the new Brynmawr Centre.
- v) Torfaen IPB has held a number of workshops to aid articulation of the plan and has piloted a Vanguard approach in Blaenavon – this will link to the PSB's priority to focus services around a "place" with the "place" being Blaenavon.
- vi) It is clear that Monmouthshire and Newport have benefitted from a joint senior manager who has ensured pace and delivery.

4 Recommendation

The Committee is asked to note and comment on the draft Terms of reference of the IPBs and to note the developments.

Assessment of the Impact of the Report:	
Financial Assessment	<i>It is hoped that joint funds may provide an integrated manager to support each IPB</i>
Link to IMTP	<i>The IPBs are an important element of the IMTP and is the key focus for integrated working.</i>
Risk Assessment	<i>There is a risk that partners may not prioritise the work if the IPB. This will be mitigated by establishing their formal place within the governance structures and regular reporting to GASP and Leadership Group.</i>
Quality, Safety and Patient Experience Assessment	<i>No risks to this.</i>
Standards for Health Services Wales	<i>1.1 – Health Promotion, Protection and Improvement 3.3 – Quality Improvement, Research and Innovation 3.4 – Information governance and Communications Technology</i>
Equality and Diversity Impact Assessment (including child impact assessment)	<i>None</i>



ANEURIN BEVAN UNIVERSITY HEALTH BOARD AND (INSERT COUNCIL NAME)

Local Integrated Partnership Board (name of forum to be confirmed)

Draft Terms of Reference

1 Purpose

The **XXXXXXXXXX** Local Integrated Partnership Board (LIPB) is a local Partnership Board operating under the auspices of the Greater Gwent Health, Social Care and Well-Being Partnership and the Regional Partnership Board that is a statutory body established through the Social Services & Wellbeing Act (GGRPB). [Appendix A](#) shows the relationship between the LIPB and the other strategic partnerships.

The LIPB is a key link also to Public Services Boards (PSB's), established on local authority footprints, as statutory bodies under the Wellbeing of Future Generations Act. The LIPB will direct, manage and monitor the implementation at local level of the joint partnership agenda, delivering **XXXXXXXXXX** PSB priorities, the GGRPB agreed plans for the implementation of the relevant elements, the Social Services and Wellbeing (Wales) Act 2014, the Neighbourhood Care Network plans, and those elements of the individual organisational plans which involve partnership working.

The LIPB will have a key role in improving the health and wellbeing of the population, overseeing and advising on innovation and work that facilitates health improvement and promotion, social care and wellbeing initiatives across the partnership.

2 Objectives

- To provide a strategic overview of integrated service delivery, service changes and opportunities in the delivery of health, social care and housing to the population of **XXXXXXXXXX**.
- To understand the evidenced population needs, current configuration of services and existing levels of integration

across health, social care and partner organisations – drawing on both RPB Area Plan and PSB Wellbeing Plan.

- To improve health and wellbeing outcomes and reduce inequalities in **XXXXXXXX**, prioritising the PSB agreed priority action areas, and specific areas of work identified through needs assessments.
- To deliver the Social Services and Wellbeing (Wales) Act integration elements, Care Closer to Home and Clinical Futures at local level
- To support, ensure alignment and influence the delivery of the Health Board's Integrated Medium Term Plan (IMTP), the Neighbourhood Care Network Plans and the [\(LA equivalent – insert for each LA area\)](#)
- To direct, manage and monitor the [\(Monmouthshire-specific Section 33s\)](#), Section 28As and other service level agreements in place at locality and regional level, and collaborate effectively on the development and impacts of Gwent-wide agreements. This includes oversight of the delivery of the Frailty implementation plan and the Integrated Care Fund (ICF) schemes delivered in the locality, ensuring all operational tasks and actions are completed in support of the ISTs
- To explore and exploit opportunities to engage health, social care and other partner agencies in partnership working and the design and delivery of collaborative work programmes
- To create a culture which motivates Neighbourhood Care Networks (NCNs) and operational services to use an innovative approach and intelligence to drive continuous improvements in the provision of integrated health, social care and housing services
- To highlight areas where additional support is needed to achieve the agreed agenda, including financial, workforce and where executive or member intervention is required to effect change.
- Link to local planning and reporting systems to ensure that the work of the LIPB is embedded into local planning priorities, including 3 year and operational plans.
- To monitor and develop integrated indicators for the performance of local services, and agree action plans related to improving performance

3 Outputs

Each LIPB will report at least annually to the regional Leadership Group and RPB, through the Chair and appropriate lead officer(s) (Reporting requirements and frequency to be determined by Regional Partnership Board).

4 **Membership**

Members of the LIPB must be able to commit the organisation they represent to any and all action agreed as necessary to deliver the agreed work programmes.

As such, membership of the LIPB will comprise senior representation from the partner organisations. Deputies must be at a sufficiently senior level within the organisation they represent to enable Partnership business to be conducted at the monthly meetings.

The core membership comprises the following:

Joint Chairs:

- Director of Social Services
- ABUHB Primary Care and Community Divisional Director

Members:

- Head of Adult Social Care LA
- NCN Clinical Leads ABUHB
- Borough Manager, ABUHB
- Locality Lead Nurse ABUHB
- Integrated Services/Frailty Service lead Manager(s) JOINT ROLE
- Finance representative ABUHB
- Finance representative LA
- Integration Project/Partnerships Manager JOINT ROLE
- Representative Mental Health and Learning Disabilities Division ABUHB
- Service Manager Mental Health LA
- Voluntary Sector Representative
- Public Health representative
- Representative from Housing Association
- Link representative from Regional Partnership Board support team

Support and Servicing of Meetings

- Assistant Borough Manager Primary Care and Community ABUHB
- Network and Community Service Manager ABUHB
- Network and Community Support Officer ABUHB

Frequency of meetings

Meetings will take place at least 6 weekly.

The Minutes and Actions plan will be taken for each meeting as one combined record of the meeting.

The partnership will be considered quorate with one third of the total membership present including one of the joint chairs, and where there is member representation from both Health and Social Care.

Agenda and papers will be circulated at the latest by the Friday preceding the meeting for the following week.

The draft combined minutes and action plans will be prepared and circulated to Partnership members in a timely manner following each meeting. The draft will be formally approved at the next meeting and subsequently made available to all Partnership members.

Conflict of Interests

In the context of the purpose and objectives of the Partnership, membership is on the basis that members do not have an existing and significant conflict of interest (i.e. links to an organisation from which relevant services are commissioned). Members must declare any conflict of interest at outset of every meeting.

Reporting and Accountability

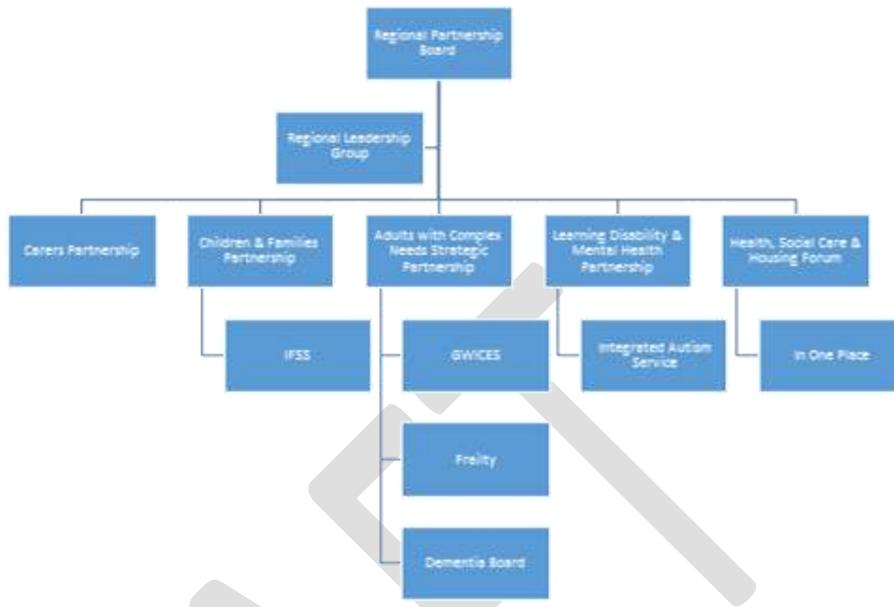
The ISPB is jointly accountable to the partner organisations represented, and directly to the Health Board, Local Authority and Regional Partnership Board through the joint chairs.

5 Review of Terms of Reference

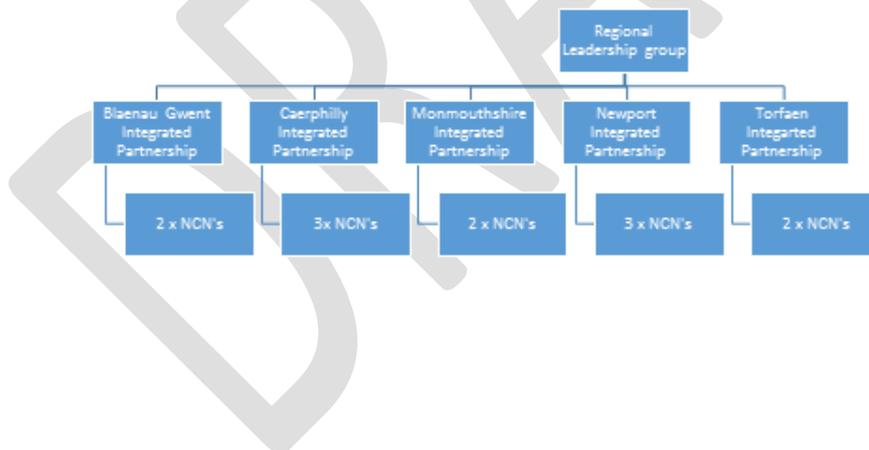
The terms of reference will be reviewed annually and updated as required. They may also be amended as required, at other times with agreement of the Partnership.

Appendix 1

Partnerships reporting to GGRP



Local Integrated Partnership Boards relationship to GGRP



Monmouthshire Integrated Services Partnership Board Action Plan 2018/19

No.	Objective	Partners and Divisions involved	Lead ISPB Manager	For completion by:-	Intended Outcome	Progress
1	Model of service will be proposed and implemented for South Monmouthshire to reflect Clinical Futures, Care Closer to Home and Level 1 Plans for older and vulnerable people	MCC ABUHB Board and all Divisions WAST Other Health Boards for outreach		Proposal by 30.6.2018 Implement Phase 1 by 31.3.2019	<ul style="list-style-type: none"> • Council, Health Board and Public support for the implementation of revised service model for Chepstow Community Hospital, including all NCN population, which will also be implemented in North NCN area • Enhanced local access to outpatient clinics and consultations, diagnostics and therapies • Local population will understand and appropriately utilise all the services available 	
2	Articulate and commence implementation of an integrated local Wellbeing model	MCC PCN Division Public Health Wales		31.3.2019 and ongoing	<ul style="list-style-type: none"> • Continue development and evaluation of place-based well-being teams, who collaborate to bring together well-being assets that enable people to stay well • Review availability of 'linking roles', including the role of the wider well-being workforce who can connect people with community-based well-being support. • Develop a good working relationship between place-based well-being teams and NCNs • Further develop Dewis / NHS 111 as the primary content management systems for information about well-being services in Monmouthshire • Develop place based wellbeing provision through local community hubs 	IAA/NHS 111 Shared Learning Event 11.7.2018
3	People with dementia will experience a	MCC PCN Division		31.3.2019 and ongoing	<ul style="list-style-type: none"> • Local access to dementia assessment services throughout county 	

	seamless journey through their disease, and will continue to enjoy their lives	Mental Health and LD Division		*By 30.6.2018	<ul style="list-style-type: none"> Co-location of OAMH and Integrated teams to facilitate integrated working and joined up Reablement models Investigate and implement improved support from specialist dementia staff for patients in physical health services with dementia, or other mental health issues, and vice versa Enhanced community model to improve support for clients and Carers* Appropriate outpatient facilities at CCH for consultations Support the ongoing development of Dementia Roadmap 	
4	Integrated services remit will develop to reduce handoffs and improve patient experience	MCC PCN Division Mental Health and LD Division			<ul style="list-style-type: none"> Trial Frailty assessment bed model at CCH to reduce unnecessary admissions to acute hospitals Confirm role of Frailty medical team within local model, and implement Develop plans to further reduce length of inpatient stay Investigate options to develop joint workforce to support homecare A site manager /lead for the site and services at CCH will be identified 	
5	Develop and commence implementation of a Joint Monmouthshire Estates Strategy	MCC ABUHB Wider Public Services Board stakeholders		31.12.2018	<ul style="list-style-type: none"> Agree wellbeing hub model estates elements Identify potential for joint use of accommodation to maximise use of existing estate and to improve local access to services Articulate plans to stakeholders MCC and ABUHB Board approval 	First joint meeting 18.05.2018
6	Maximise the utilisation of Chepstow Community Hospital and Caldicot Health Centre	MCC ABUHB all Divisions		31.3.2019 and ongoing	<ul style="list-style-type: none"> identify and implement appropriate alternative use for St Pierre ward at CCH Investigate options to transfer Adult Mental Health Services to CCH from Hywel Dda Identify capacity to increase outpatient services at CCH Develop proposals to make Caldicot Health Centre 'fit for purpose' as a sub hub 	St Pierre ward closed 09.4.2018 for OAMH inpatients

7	Support the initiation of the Crick Road Care Home Development	MCC ABUHB PCN Division Mental Health and LD Division			<ul style="list-style-type: none"> Identify options for use as Caldicot Integrated Services team hub Support applications process to Integrated Care Fund and innovation grants Recommend most appropriate configuration option to ABUHB Board and MCC Council 	
8	Investigate options to develop an integrated model for children and families in South Monmouthshire	MCC PCN Division Families and Therapies Division Mental Health and LD Division		31.12.2018	<ul style="list-style-type: none"> Map existing health and social care services for children Propose an integrated community model for children Implement elements of community model at Caldicot sub hub Increased local access to outpatient and consultation clinics Maximise understanding of and access to wellbeing model, with specific emphasis on mental health and obesity 	First joint Meeting 24.04.2018
9	Ensure that the support required for Carers is available and enhanced	MCC PCN Division Mental Health and LD Division		31.3.2019	<ul style="list-style-type: none"> Options to be investigated for Joint approach to respite for dementia clients Support further GP practices to achieve Investors in Carers accreditation Involve Carers in the development of the wellbeing models and the Dementia Roadmap 	
10	Develop a governance model which enables and supports further integrated working	MCC PCN Division		31.3.2019 and ongoing	<ul style="list-style-type: none"> Develop and enhance existing Section 33 for North Monmouthshire (Monnow Vale and Mardy Park) to incorporate Usk sub hub, and work towards Monmouthshire wide approach Include Section 28As and Service Level Agreements in the remit of ISPB ISPB to develop performance and scrutiny process, including for ICF bids Implement revised Terms of Reference for ISPB and sub groups to support the Regional Integration Agenda, and PSB priorities as well as organisational priorities 	





**Aneurin Bevan University Health Board
 National Primary Care Board**

Purpose of the Report: To update the Public Partnerships & Well Being committee that a “refresh” is awaited from Welsh Government regarding the Primary Care Plan for Wales, beyond March 2018. To inform the Committee of the formation of a National Primary Care Board and to outline it’s forward working programme for implementing the transformational model for Primary Care. To align this work programme to the Primary Care & Community Divisions IMTP.			
Recommendation: To receive the report for information.			
The Committee is asked to: (please tick as appropriate)			
Approve the Report			
Discuss and Provide Views			
Receive the Report for Assurance/Compliance			
Note the Report for Information Only			X
Executive Sponsor: Sarah Aitken and Nick Wood			
Report Author: Sian Millar			
Report Received consideration and supported by :			
Executive Team		Public Partnerships and Wellbeing Committee	X
Date of the Report: 24/4/18			
Supplementary Papers			

2 Background

A National Primary Care Board has been in place for about a year and oversees the implementation of the Primary Care Plan for Wales. The Directors of Primary Care and Community group (including its sub groups – the Transforming Primary Care Group and the Primary Care Workforce Group), report to the National Board.

This paper aims to update the Public Partnerships & Well Being Committee on the National Primary Care Boards milestones for implementing the transformational model for Primary Care. This plan was compiled in response to the Health, Social Services & Sport Committees inquiry into primary care clusters and the request from the Cabinet Secretary that the National

Primary Care Board draw up a set of national implementation milestones to help drive pace and scale by Health Boards in adopting and adapting the new model for primary care.

3. **Milestones**

Milestone	By Whom	By When
Programme of work underway to create a shared understanding between the public and professionals on the core characteristics of what 'good looks like' and how to measure improvement	Welsh Government working with the national professional lead for primary care and the primary care reference group.	March 2018
Components of clinical triage and multi-disciplinary care model: ➤ Narrative agreed	By Transforming Primary Care Group (TPCG) By National Board	February 2018 March 2018 March 2018
➤ Published on Primary Care One Wales website	Public Health Wales Primary Care Hub	
National scoping of current level of clinical triage/signposting	Transforming Primary Care Group (TPCG)	Pilot Feb/March 2018 Roll-out April/May 2018
Consideration of independent critical appraisal of national pacesetter programme	Primary Care Hub Programme Board TPCG/Health Boards	March 2018 April 2018
National engagement of the wider multi-disciplinary team (MDT) professions in development and implementation of the model – scoping evidence of impact of roles as part of MDT, information for access and workforce	Primary Care Clinical Reference Group	Questionnaire to be completed by end April 2018 Analysis available by end May 2018

development element of transformation programme		
<p>Programme of local activity to:</p> <ul style="list-style-type: none"> ➤ Engage professionals, stakeholders, public in the design of local delivery of the transformational model ➤ Communicate to the public benefits of the transformational model, underpinned by nationally developed narrative 	Health Boards	From April 2018
IMTPs reflecting specific actions and timelines to implement model at pace and scale	Health Boards	From 2018-19
National 3 year programme of IT and telephony support for clinical triage and multi-disciplinary care model in place	National primary care IT and information board	From 2018-19
Position on clinical triage / signposting systems in each GP practice considered, informed by scoping exercise	GP practices/primary care clusters/health boards	June 2018
3 year cluster plans set out specific actions and timescales for the clinical triage and multi-disciplinary care model	Primary care clusters	September 2018 for the 3 year period of 2019-2022

4. **Transforming Primary Care Group & Primary Care Workforce Group**

This group is directly accountable to the National Board and its work programme is designed to meet the milestones above. Therefore, this group's priorities for 18/19 are:

- Cluster governance – a number of engagement workshops were held with Health Boards and a draft framework has been prepared which is currently out to consultation with a view to present to the National Primary Care Board in June 2018.
- Triage questionnaire – a scoping exercise is underway to review the signposting and triage systems operating within practices and clusters across Wales. A questionnaire has been piloted and due to be sent to all practices to determine their plans and actions for signposting, triage and telephone first services.
- Pacesetter Proposals – an appraisal has been undertaken of the first round of pacesetters and bids submitted for a further phase.
- Multi-professional roles – a questionnaire has been distributed which is being considered by the Clinical Reference Group which supports the work of the National Primary Care Board.

In addition the **Primary Care Workforce Group** has also updated an annual census return to Welsh Government to include reporting on all members of the Primary Care team – an initial, draft, all Wales analysis has been developed.

- The **Primary Care Workforce Group** has identified its key priorities for 18/19 as being to support the development of health & social care roles; career promotion of care navigators and coordinators; to support nursing roles in primary care and the development of All Wales Workforce Measurers.

5. **Primary Care & Community Division's IMTP**

All these key priorities are reflected in the Divisional IMTP:

I) **NCN Governance**

The Division's governance framework was used in developing the updated, proposed, All Wales framework.

We will await the outcome of the consultation and then plan any changes. It is not anticipated there will be any substantial action, though there is a useful toolkit to test team maturity and development. Locally there is a need to formally adopt the role of the Integrated Partnership Boards within the governance framework of the Greater Gwent Partnership Board. A paper is being prepared for the Leadership Group to further this action.

II) **Triage Systems**

The Division has commissioned "Ask My GP" which facilitates the use of triage systems and a number of practices have signed up to this. In addition, triage systems are being progressed for the merged practices and the NCNs have invested in receptionist training. Through the Access pacesetter, the Division has facilitated investment in modern IT and telephony systems to enable further development of such triage systems.

iii) **Pacesetters**

The Division has submitted a bid to test all aspects of the new model in Brynmawr to coincide with the opening of the new centre. This would include appointing a multi-disciplinary team, providing a triage system, promoting the use of IT and the inclusion of Community Connectors and other Social based staff. The bid also proposes to formalise the work required with the community, based on ABCD principles. It is planned to also test the integration of the teams around that "place." The outcome of the bid is awaited.

iv) **Multi-Professional Roles**

There are a few practices embracing additional roles within practice – e.g. some practices are now choosing to employ their own practice based pharmacists after the success of the NCN funded practice pharmacists. Within the merged practice in Bryntirion, the Division has used the opportunity to recruit additional roles – an Occupational Therapist, Care Co-ordinators and Advanced Nurse Practitioners. A JD for a physiotherapist is in the approval process with the professional lead and a JD prepared and banded for a Paramedic. We hope to also emulate this in Brynmawr.

- v) **Development of Nursing**
A proposal has been produced planning to enable practice nurse development, with funding of back-fill to practices and the establishment of a foundation programme. The Division is planning how to fund this.
- vi) **Health & Social Care Roles**
The Division is heavily involved, under the direction of the Leadership Group, in work on the development of these roles. A successful ICF bid is allowing the development of an Academy to support such developments and a joint approach to domiciliary care is being scoped.
- vii) **Care Navigators/Care Coordinators**
As noted above the Division has begun the appointment of such staff and has also supported the provision of receptionist training.
- viii) **Communications with the Public**
The Division is engaged in "Talk Health" events, promoting the new model and has also engaged with local politicians about Transforming Primary Care. During the period when the Directly Managed Practices have been in the process of establishment, patient drop-in sessions have been arranged and the new model again explained to the public.

The proposal for Brynmawr will help to formalise such engagement within a framework which will embed the process.

6. Recommendation

The Committee is asked to note the establishment of the National Primary Care Board, to note its work programme and to note how the Division has assimilated this programme to its IMTP.

Assessment of the Impact of the Report:	
Financial Assessment	<i>Financial implications covered in the IMTP</i>
Link to IMTP	<i>Section 5 above outlines the link</i>
Risk Assessment	<i>The risk is in not being able to recruit or to implement the new model</i>
Quality, Safety and Patient Experience Assessment	<i>Sustainable services will ensure better access and improved experience for patients. Recruiting the multi-professional team should enable the right person to deal with presenting problems</i>
Standards for Health Services Wales	<i>3.1 – Safe and Clinically Effective Care 3.3 – Quality Improvement, Research and Innovation</i>
Equality and Diversity Impact Assessment (including child impact assessment)	N/A

Aneurin Bevan University Health Board

HMP Usk and HMP & YOI Prescoed Health and Social Care Needs Assessment. March 2018

Purpose of the Report:	
<p>The purpose of this report and attachments is to inform the Public Partnership and Well-being Committee about the Health and Social Care Needs Assessment (HSCNA) for HMP Usk and HMP & YOI (Youth Offenders Institution) Prescoed that has been undertaken by Aneurin Bevan Gwent Public Health Team (ABGPHT) on behalf of the Prison Partnership Board (PPB). This report will make the Committee aware of the recommendations that have been made to address the identified unmet health, social care and well-being needs of the prisoners.</p>	
Recommendation:	
<p>The Committee is asked to note that:</p> <ul style="list-style-type: none"> • This work has been undertaken • That recommendations made may require new or redesigned services which would require additional resources 	
The Committee is asked to: (please tick as appropriate)	
Approve the Report	
Discuss and Provide Views	
Receive the Report for Assurance/Compliance	
Note the Report for Information Only	x
Executive Sponsor: Dr. Sarah Aitken, Executive Director of Public Health, Aneurin Bevan University Health Board (ABUHB)	
Report Author: Julia Osmond, Principal Public Health Practitioner James Adamson, Specialty Registrar in Public Health	
Report Received consideration and supported by :	
Executive Team	Public Partnerships and Wellbeing Committee x
Date of the Report: 25 th April 2018	
Supplementary Papers Attached:	
A: HSCNA Background and methodology	

2 Background

The healthcare service in HMP Usk and HMP & YOI is provided by the Primary Care and Community Services Division within ABUHB. The PPB is jointly chaired by the Prison Governor and Divisional Director and has many representatives from ABUHB. It is a requirement of the PPB that a Health Care Needs Assessment is undertaken on a regular basis in the prisons to:

- Identify any unmet healthcare needs
- Recommend necessary changes and improvements to ensure the healthcare service provision for the prison population is equivalent to that provided in the community.

Since the introduction of the Social Services and Wellbeing Act (2014), there has also been a statutory requirement for all residents in Wales to receive Social Service provision in different ways, with the duty to provide information, advice or assistance. Consequently, as the men in the prisons in Wales are considered Welsh residents, it is a duty that local authorities provide the necessary social service support for these residents. In the case of the two prisons in the ABUHB area this duty falls to Monmouthshire County Council as the prisons are in Usk and Prescoed (2 miles south east of Usk). For these reasons, this health needs assessment also considered the provision of social care and therefore became a health and social care needs assessment (HSCNA) and was conducted with due consideration to Social Care Services which were assessed alongside Health Care Services, resulting in a Prison HSCNA. This was the first HSCNA to be conducted in a Welsh Prison.

3 Issues

The issues identified and the recommendations suggested in the HSCNA were agreed in principle by the PPB after a presentation on March 15th 2018. Two additional recommendations were added following a three-week report consultation period.

It needs to be noted that implementation of the recommendations would require some service redesign. Some of these changes could result in

savings for ABUHB or the prison service. However, other changes would incur costs to the ABUHB Primary Care and Community Services Division.

The progress of this work will be facilitated and monitored using an action plan produced by ABGPHT using the knowledge of the operational procedures and identified permissible and evidence-based guidelines.

4 Recommendation

The Committee is being asked to note that this work has been undertaken and that the recommendations made may require new or redesigned services which would require additional resources.

<i>Assessment of the Impact of the Report:</i>	
<i>Financial Assessment</i>	There will be financial implications for ABUHB which the Senior ABUHB Finance officer, who sits on the PPB, is aware of. It was not the remit of the HSCNA to prepare a financial assessment.
<i>Link to Integrated Medium Term Plan</i>	SCP 2 – Delivering an Integrated System of Health, Care and Wellbeing: The Clinical Futures framework will enable coordination of activity across the Health Board's Divisions in collaboration with partners in local government and the third sector to provide universal services as well as additional support for vulnerable groups including the homeless, gypsies and travellers, asylum seekers and prisoners.
<i>Risk Assessment</i>	It was not the remit of the HSCNA to report on the risks of the outcome of the HSCNA, but to be aware of the risks when making individual recommendations. However, there will be some risks for the healthcare service and the prison estate that will need to be managed and will be addressed as part of the action plan.
<i>Quality, Safety and Patient Experience</i>	If the recommendations are implemented the quality of health and overall safety should improve for the residents and staff in the prison

Assessment	and the community.
Health and Care Standards	<p>Standard 1.1: Health Promotion, Protection and Improvement</p> <ul style="list-style-type: none"> • People know and understand what care, support and opportunities are available, locally, regionally and nationally, including community support and support for people from protected groups. • Needs assessment and public health advice informs service planning, policies and practices • Health services have systems and processes in place that play their part in reducing inequalities and protect and improve the health and wellbeing of their local population.
Equality and Diversity Impact Assessment (including child impact assessment)	The equality and impact assessment of the implemented recommendations will be assessed by the PPB and rigorously by external representatives of Her Majesty’s Inspectorate of Prisons (HMIP), with any issues will be fed back to the PPB.



Aneurin Bevan University Health Board

HMP Usk and HMP & YOI Prescoed Health and Social Care Needs Assessment (HSCNA)

Paper A – HSCNA Background and methodology

Introduction

Healthcare services are provided to HMP Usk and HMP & YOI (Youth Offenders Institution) Prescoed by the Aneurin Bevan University Health Board (ABUHB) Primary Care Services Division, as these prisons are located in the ABUHB catchment area. Social Care Services are provided by Monmouthshire County Council's Integrated Care Team since the prisons are situated in the Monmouthshire local authority area.

At the request of the HMP Usk and HMP & YOI Prescoed Prison Partnership Board (PPB) a HSCNA was undertaken during the period October 2017 to February 2018 by Aneurin Bevan Gwent Public Health Team (ABGPHT).

A needs assessment is a systematic method for measuring the needs of a specific population which aims to inform resource allocation. It seeks to identify ways to improve health and well-being in a particular population, alongside reducing inequalities, by identifying unmet needs. The domains considered in this HSCNA are shown in figure 1 below.

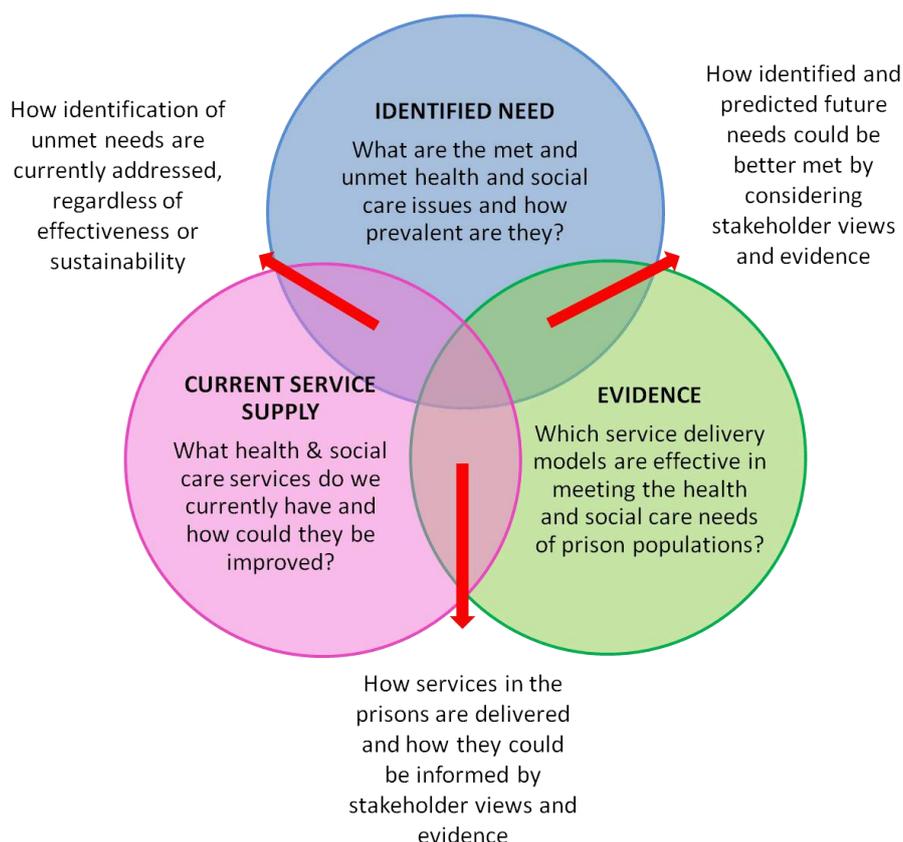


Figure 1 - Overview of the domains considered in the HSCNA process

When conducting the HSCNA the two prisons were assessed individually because they serve different populations and have different custodial functions. HMP Usk is a category C male prison for vulnerable adults (the majority of whom are sex offenders) which had a population of 276 at the point of collecting health and social care statistics, 5% of whom were from a minority ethnic background. The HMP Usk population also has a much older age structure than HMP & YOI Prescoed. The proportion of older prisoners at HMP Usk is predicted to rise, partly due to increases in historic sex offence trials and convictions.

HMP & YOI Prescoed is a category D resettlement open male prison which had a population of 256 at the point of collecting health and social care statistics, 15% of whom were from a minority ethnic background.

The HSCNA used a mixed-methods approach; qualitative and quantitative data were gathered as part of the process to identify unmet health, social

care and well-being needs of the residents. Sources of data and information used for this process are shown in Table 1 below.

Sources of evidence
Field observations and discussions: <i>Walking around the sites, discussions with: farm staff, catering staff, education staff, OMU staff and chaplain (Prescoed)</i>
HMPPS databases, reports and statistical summaries: <i>(Databases: P-Nomis, OASys)</i>
Healthcare databases, reports and statistical summaries: <i>(Databases: SystemOne, PPB Dashboard, CASPA)</i>
Social Care databases, reports and statistical summaries: <i>(Databases: FLO)</i>
Third sector databases, reports and statistical summaries: <i>(Databases: PALbase [Dyfodol])</i>
Interviews with the service providers (n=32): <i>Prison staff (n=11), Healthcare staff (n=10), Social Care staff (n=5), 3rd Sector staff (n=6)</i>
Questionnaires undertaken with the residents at HMP Usk and HMP & YOI Prescoed: <i>Usk response rate 62% (Questionnaires distributed=272; Returned=169); Prescoed response rate 23% (Questionnaires distributed =247; Returned=55). One questionnaire was issued to <u>all</u> residents.</i>
Group discussion with former HMP & YOI Prescoed residents (n=4)
The service provider workshop: <i>Attended by 37 service providers representing all sectors</i>
Focus Groups with HMP Usk and HMP & YOI Prescoed residents: <i>Usk n=10, Prescoed n=8</i>
HMIP Inspection report of HMP Usk and HMP & YOI Prescoed, October 2017: <i>Usk Questionnaire response rate = 98%. (Questionnaires distributed 152; Returned=149). Stratified sample of the 275 Usk residents. Prescoed Questionnaire response rate = 69%. (Questionnaires distributed 159; Returned=110). Stratified sample of the 255 Prescoed residents.</i>
HMPPS Needs Analysis Feedback 2017, HMP Usk and HMP & YOI Prescoed: <i>Usk Questionnaire response rate = 14.5%. (HMPPS population 276; Returned=40). Prescoed Questionnaire response rate = 12.1%. (HMPPS population 256; Returned=31).</i>

Table 1 – Sources of data and information used in the HSCNA

Once collected, this data was collated, analysed, and compared with similar prisons, the ABUHB general population and national literature. Findings were then verified with stakeholders and recommendations produced considering equity of provision and the context of delivery within these prison settings. The method used for the HSCNA used can be seen in figure 2 below.

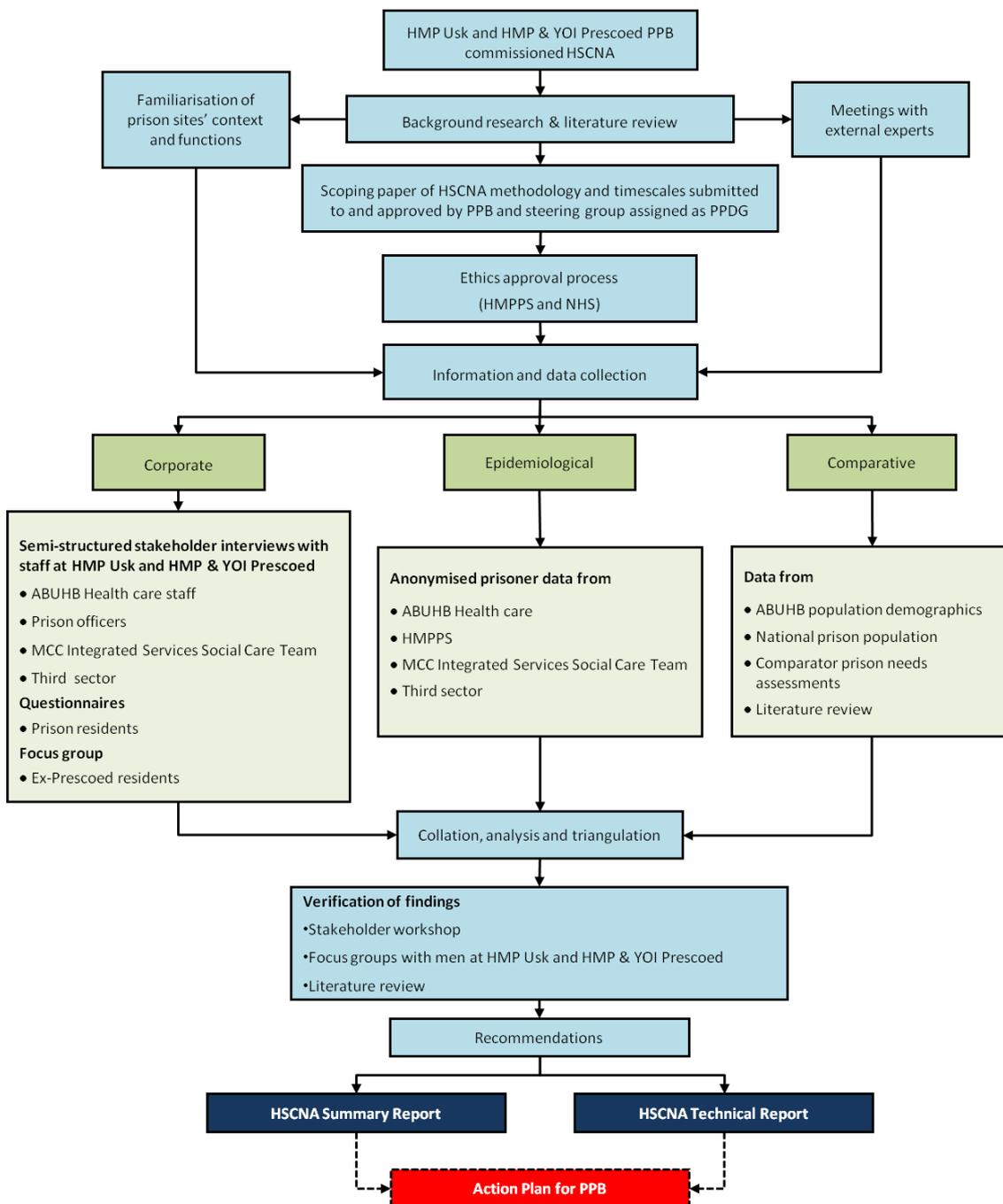


Figure 2 – Method used for producing HSCNA

The identified issues and suggested recommendations were presented to the PPB in a report for approval. Following this an action plan was produced for the PPB to implement the recommendations and to use as a baseline for monitoring activity. Many of the recommendations agreed have started to be implemented.

Executive Sponsor: Dr. Sarah Aitken, Executive Director of Public Health, Aneurin Bevan University Health Board (ABUHB)

Report Authors:

Julia Osmond, Principal Public Health Practitioner

James Adamson, Specialty Registrar in Public Health

Date: 25th April 2018



Aneurin Bevan University Health Board

Public Health Risk Register – April 2018

Purpose of the Report:			
This paper provides the Committee with an overview of the Public Health Risk Register. This report is provided for assurance purposes to highlight to the Committee the key risks to the Health Board's meeting its statutory duties and successfully achieving its strategic objectives within the IMTP.			
Recommendation:			
The Committee is asked to note this report for assurance purposes.			
The Committee is asked to: (please tick as appropriate)			
Approve the Report			
Discuss and Provide Views			
Receive the Report for Assurance/Compliance			✓
Note the Report for Information Only			
Executive Sponsor: Sarah Aitken, Executive Director of Public Health			
Report Author: Will Beer, Consultant in Public Health			
Report Received consideration and supported by :			
Executive Team	N/A	Committee of the Board Public Partnerships and Well-being	✓
Date of the Report: 22 nd April 2018			
Supplementary Papers Attached:			
- Public Health Risk Register			

1. Background

Risk management is a process to ensure that the Health Board is focusing on and managing risks that might arise in the future. The Public Health Risk Register also assists in resolving situations where there are continuing levels of inherent risk within the organisation in relation to its statutory duty to improve population health and well-being.

Active risk management is happening every day across the Health Board. Nevertheless, the Health Board's risk management system and reporting also seeks to ensure that the Board is aware, engaged

and assured about the ways in which risks are being identified, managed and responded to across the organisation and our areas of responsibility.

The strategic risks referenced within this report are structured around the relevant Health & Care Standards and areas for which the Executive Director of Public Health is accountable. The identification and assessment of each risk area is undertaken by a Consultant in Public Health who has responsibility for specific priorities (e.g. immunisation, smoking cessation), localities and links with the Division.

Within the risk register an assessment of short and long term risk is undertaken. The 'consequence' scores have been interpreted through a professional assessment by the relevant Consultant in Public, taking into account the proportion of the population affected, the severity of that effect, and the contribution to the overall burden of poor health in ABUHB population. The risk register highlights the residual risk associated with exiting actions / control measures. It also identifies action that would further reduce risk scores if additional action by the Health Board was planned and funded.

Key risks and issues are considered at each Committee meeting.

In relation to the changes to the assessed risks since the last report, the following changes have been made:

Risks with a high or moderate risk score:

- A measles outbreak was declared in South Wales in March and ABUHB are involved in the Outbreak Control Team. Separate work is ongoing to cleanse the data on Child Health System against the list of children registered within schools in Gwent.
- Breastfeeding rates remain low despite the Health Board achieving UNICEF Baby Friendly status. Further work is needed both internally and with partners under the auspices of the Childhood Obesity Strategy. There are also issues with uptake of Designed to Smile in some areas and schools need to be encouraged to engage with this programme and this requires commitment from wider partners.
- The risk associated with uptake of flu vaccination among staff remains a moderate risk. During this flu season Public Health Wales surveillance data shows high rates of GP consultations for influenza-like-illness with outbreaks reported across

Wales. Although the uptake of flu vaccination among staff is higher than in previous years it remains below the 60 per cent target set by Welsh Government. As other Health Board in Wales have achieved the target this season the Executive Team agreed a recovery plan with guidance to Divisions on how to better coordinate, monitor and improve uptake among staff as well as a financial incentive to achieve the 60 per cent uptake target.

- Whilst the Making Every Contact Count (MECC) target to train 10 per cent of ABUHB staff was met for 2017/18, with 900 staff trained, continued engagement required from Divisions to embed MECC within clinical practice. If this is achieved MECC will contribute to delivery of Clinical Futures Level 1 Programme Framework in preventing poor health and better managing chronic conditions.
- Smoking cessation performance continues to improve largely due to the Community Pharmacy (Level 3) service. Smoking cessation services treated 3 per cent of the population in 2016/17 and 3.5 per cent in 2017/18. However, further work is needed to achieve incremental improvements with a target of 3.7 per cent by March 2019.
- The Smoke Free Support Service in secondary care is currently being reviewed and interim arrangements are in place with Stop Smoking Wales. Smoke free wardens are in post to adopting a new enforcement approach. Banning smoking on hospital grounds has also been included in the Public Health (Wales) Act. The Alcohol Care Team is also being evaluated with support from the Value Based Care Team with the intention to extend this to a 7-day service subject to business case approval.

Risks with a reduced risk score:

- The Business Plan for a Children's Weight Management Services has reduced to an amber risk. Therapies and Public Health service leads have worked with F&T Division and Finance to identify the resources required to implement the service. The Business Plan has been approved by the Executive Team.
- The risk associated with the Health Board's collective duty in relation to the Well-being of Future Generations Act has been

reduced. This is due to greater alignment between the IMTP and PSB well-being plans.

- The risk associated with the development of a Gwent Regional Area Plan has been reduced. This is as a result of engagement at Divisional Director level in the strategic partnerships, alignment of priorities in Corporate and Divisional IMTPs, Board assurance through the Greater Gwent Regional Partnership Board and governance around the use of ICF funding. The Committee will receive a standard performance report on progress against the delivery of the Area Plan from May 2018.
- The risk associated with the phasing out of Communities First has been reduced. This is as a result of work within Divisions to mitigate the impact of the withdrawal of Communities First funding. Local authorities have revised their strategic approach to social, economic and physical regeneration in deprived areas. The Health Board has been engaged in prioritising the use of Legacy Funding with Blaenau Gwent. The Health Board will continue to work with local authority and third sector partners to develop Integrated Well-being Networks and influence partnership action on 'obesogenic environments' through PSBs.

Risks Withdrawn:

- No risks have been withdrawn for this reporting period. However, there are a number of risks that are due to be reviewed and this will be carried out before the next Committee meeting.

Risks Added:

- Flu vaccination for children is being extended by 2 academic years to include all year groups at primary school from Autumn 2018. Plans are currently underway with a business case to increase capacity of the School Health Nurse immunisation team to ensure effective delivery to all primary school aged children.

4 Recommendations

The Public Partnerships and Well-being Committee is asked to:

- a) note content of the risk register,

- b) note the actions taken to reduce risks in specific areas, and
- c) note the additional actions and control measures being taken by the Health Board to reduce risks that remain moderate or high.

<i>Assessment of the Impact of the Report:</i>	
Financial Assessment and link to Financial Recovery Plan	There is no direct financial impact associated with this report.
Risk Assessment	The coordination and reporting of organisational risks are a key element of the Health Board's overall assurance framework.
<i>Link to the IMTP</i>	Actions to reduce the risks identified within the Public Health Risk Register are set out in the IMTP, particularly in SCP 1 and SCP 2.
Health and Care Standards	This report would contribute to the good governance elements of the Health and Care Standards for Wales.
Equality Impact Assessment	There are no specific equality issues associated with this report at this stage, but equality impact assessment will be a feature of the work being undertaken as part of the risks outlined in the register.

Public Health and Partnerships Committee Risk Register 9/07/2015

Consequence score	Likelihood score				
	1-rare	2-unlikely	3-possible	4-likely	5-almost certain
5-catastrophic	5	10	15	20	25
4-major	4	8	12	16	20
3-moderate	3	6	9	12	15
2-minor	2	4	6	8	10
1-negligible	1	2	3	4	5

NB 'Consequence' scores have been interpreted through the agreement of intuitive scores by a group of public health specialists, taking into account the proportion of the population affected, the severity of that effect, and the contribution to the overall burden of poor health in ABUHB population.

Abbreviations - risk ownership	
DPH	Director of Public Health
DTh	Director of Therapies
DPI	Director of Planning
DOPs	Director of Operations
DW	Director of Workforce Development
DivPCN	Divisional Director of Primary Care & Networks
DivFT	Divisional Director of Family & Therapies

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1. We do not have systems in place to identify and act upon significant public health issues	i) We have Board Committees for Public Partnerships and Wellbeing and for Quality and Patient Safety	The remit of the committee is broader than the Public Health and Partnerships Committee, it includes providing assurance against Primary Care and Community Services performance and sustainability as well as ABUHB response to the Social Care and Wellbeing (Wales) Act 2014 and the Wellbeing of Future Generations (Wales) Act 2015. This provides a risk that public health priorities might not receive the same level of scrutiny within corporate governance processes for ABUHB.	3x3	3x2	Terms of reference for public partnerships to include the contribution of public health solutions to wellbeing priorities. Public Partnerships and Wellbeing Risk Register include risks against the failure to deliver on significant public health solutions to wellbeing priorities. Assurance on <i>Staying Healthy, theme one</i> , of the <i>Health and Care Standards</i> reports organisational assurance through the Quality and Patient Safety processes.	3x3	3x2	July 2016, DPH, Review: April 2018
	ii) The Director of Public Health has close links to Public Health Wales and regional Health Protection teams. DPH also sits on the Gwent Local Resilience forum and is Vice Chair of the Gwent APB for Substance Misuse.	DPH post will become vacant, need to ensure interim and future arrangements continue to support this risk.	3x2	3x2	DPH now in post providing system leadership across the range of public health functions. New DPH continues in the role as Vice Chair of the Gwent APB for Substance Misuse.	3x2	3x2	Sept 2014, DPH, Review: April 2018

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	<p>iii) The local Public Health Team and Primary Care and Networks Division work closely with community groups, Local Authorities and other Health Board Divisions to support health improvement, health protection and healthcare quality improvement. Consultants in Public Health support all the other Health Board Divisions, each Neighbourhood Care Network and each Local Authority through the PSB wellbeing assessment and planning processes. Consultants in Public Health also lead on specific health improvement topics.</p>	<p>Welsh Government funded anti-poverty programmes together deliver a number of health programmes with, and on behalf of, the Health Board as well as focussing on those most in need... eg. expert patient programmes for chronic ill health, and community weight management services. These programmes are facing significant change</p> <p>There has been 30% disinvestment in Communities First from Welsh Government for 2017 2018. Communities First will cease to operate from financial year 2018 to 2019.</p> <p>The WG focus on community resilience, employment and prosperity for the remainder of the anti poverty programmes poses a risk that they will have less focus on 'health' programmes they currently deliver.</p>	4x2	2x2	<p>Further investment required to support community based and longer term programmes. Also, further joint work required with community based partners and other statutory bodies such as social care.</p> <p>Work on an Integrated Wellbeing Network at NCN level to get highest value from the collaboration between community wellbeing services acting in a coordinated way with the citizen's needs at their core.</p> <p>Health Board liaise with Local Authorities to understand the impact of the changes to the anti-poverty programmes in Gwent.</p> <p>Recognising health and wellbeing as a pre-requisite of community resilience, employment and prosperity, the UHB are working with Public Service Boards to ensure that the response analyse and wellbeing plans contain actions to mitigate against this risk including influencing the use of the Communities First Legacy Fund to be made available by WG.</p>	3x2	2x2	<p>Sept 2014, DPH, Review: July 2018</p>
	<p>iv) ABUHB include key action on health improvement and inequalities in health within the IMTP. There is a risk that the IMTP commitments on improving public health do not track through to Divisional Plans. Health improvement actions are included in all of the Neighbourhood Care Network plans. Public Health and ABUHB input has been provided to all LA-area Wellbeing Assessments and support will continue to Wellbeing Plan development through 2017. A Gwent-wide multiagency group has commissioned work to develop a set of priorities to be progressed at a regional (Gwent) level.</p>	<p>Multiagency Wellbeing Plans will become a statutory requirement for the Public Service Boards in 2018 under the Well-being of Future Generations (Wales) Act 2015, and PSBs have all been out to consultation on their wellbeing assessments.</p> <p>We need to ensure a robust framework for the health improvement and reducing inequalities content of these plans across Gwent, to ensure that those actions which are vital, outside the powers of the Health Board, but within the power of other public sector organisations, are included within them.</p> <p>The requirements to consider social, economic and environmental sustainability will also provide a framework for considering health improvement. The Act requires, for the first time, consideration of both short and long term issues. We need to be careful that key health improvement issues do not get lost in the new planning frameworks.</p> <p>Both resources and a degree of organisational stability are required for effective Well-being Plans to be designed and implemented. The Health Board is also experiencing increasing demands on its resources.</p> <p>Failure to adopt evidence based actions to improve population health at scale will also fail to reduce the burden of preventable health and social care need.</p>	4x4	3x5	<p>The five PSBs have now begun work on the response analysis and development of their wellbeing plans. ABUHB Executive team has agreed a set of priorities that for Well-being plans, that fit with the 10 well-being objectives developed for the ABUHB individual duty. These will be considered by the Public Partnerships and Well-being Committee.</p> <p>Population Needs Assessment required for the Social Care and Wellbeing (Wales) Act 2014 has been signed off at ABUHB Public Board and at the statutory Regional Partnership Board.</p> <p>The Health Board, Local Authorities and other partners will use these processes to carefully consider their respective contributions to population health improvement actions.</p> <p>There has been action to ensure alignment between the Corporate IMTP and the priorities in the draft Well-being Plans. The Health Board is anticipating a formal response to the IMTP by Welsh Government in June.</p>	4x4	3x5	<p>Sept, 2017 DPH, Review: March 2018</p>

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2. We fail to ensure that needs assessment and public health advice informs service planning, policies and practice.	(i) see 1(i) - (iv) above	The local public health team, Primary Care, Networks and Community Services Division and Planning Division have limited capacity to support comprehensive needs assessments and service reviews.	2x3	3x3	We need to ensure the maximum effectiveness of resources through effective prioritisation, service planning, policy and practice development. We also need to ensure that completed needs assessment work is actually used to develop and adapt services to better meet the needs of the population. NCN needs assessments and PSB Wellbeing Assessments have support from the public health teams.	2x3	3x3	September 2014, DPH and DPI, Review: October 2018
	(ii) The Health Board is currently undertaking or participating in various needs assessments of vulnerable groups	There may be other vulnerable groups with unmet needs where targeted work is not being undertaken, and there are certainly some where work has been delayed due to other commitments. NB Risks re Prison Health Service provision in Primary Care & Networks Divisional Risk Register. (and possibly other services specifically aimed at vulnerable groups in this and other Divisional Risk Registers). It is unclear who is responsible for prioritisation of such work at present.	2x3	3x3	We need an overview of all locally relevant vulnerable groups and potential/actual service improvement work to try to prioritise support for those in greatest need. We also need to ensure follow through actions once needs assessment has been completed.	2x3	3x3	Sept 2014, DPH and DPI, Review: October 2018
	(iii) Work on Choosing Wisely is ongoing.	This work comes under the 'Quality and Patient Safety' Committee, and relevant risks should be documented in the Risk Register of the respective operational divisions.						Medical Director
	(iv) ABUHB collective and individual duty to the Wellbeing of Future Generations Wales Act is not adequately fulfilled and ABUHB response is not sufficiently robust to meet identified need nor external audit.	PSBs have published their well-being assessments and are now working on their well-being objectives and plans. ABUHB has identified executive and independent representatives for all five PSBs, and Public Health Team and some partnership officers are supporting the planning groups that are part of the PSB structure. ABUHB has published its well-being statement and objectives as part of the IMTP. A steering group has been established and this is working on a well-being rapid assessment planner tool that will be developed initially with three areas (Finance, Facilities and Workforce and OD). There is now an urgent need for programme manager support to coordinate the ABUHB WBFGA work. This need/risk is currently being held by the Chair of the ABUHB WBFGA steering group – the Board secretary.	3x5	3x5	This engagement needs to broaden to include support from Primary Care, Networks and Community Division, Planning and other Divisions where appropriate. ABUHB partnership support should have clarity of role and responsibilities as well as a mandate to negotiate organisational action in Partnership. Action taken by Head of Partnerships within the Planning Directorate to align IMTP with draft well-being plans to meet collective responsibilities as a statutory body on the PSB. Planning Team are formally part of Phase 2 of WBFGA implementation programme which includes a self-assessment of the individual duty. ABUHB is working with Wales Audit Office as one of the pilot sites for testing the approach to audit, and this will include the SCCC and Clinical Futures programme.	3x4	3x3	
(v) ABUHB holds a joint responsibility with the 5 local authorities to publish a fully consulted on Gwent Regional Area Plan based on the published Population Needs Assessment.	The Population Needs Assessment has been published and the Regional Area Plan now needs to be developed, consulted upon and published by 1st April 2018. Currently there is no identified UHB lead for developing the Area Plan.	4x5	4x4	Head of Partnerships appointed within the Planning Directorate who will provide the UHB lead for developing the Area Plan with assurance through Regional Partnership Board and Leadership Group. The Committee will receive a standard performance report on progress on the delivery of the Area Plan from May 2018.	4x5	4x3		

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3. We fail to support citizens to maintain and improve their health, wellbeing and independence	(i)Local Public Health team and Family and Therapies divisional staff are attempting to support Communities First, Flying Start and Families First programmes in delivery of targeted health education and promotion programmes. Local anti poverty initiatives also support health improvement within the most deprived populations.	Lack of sufficient support and programme alignment runs the risk of ineffective activity in these communities and populations in most need of support with health improvement. Whilst there is significant variation in activity within different localities from the existing anti-poverty programmes (Flying Start, Families First and Communities First), they currently deliver many community health improvement projects. However: all three programmes are currently only funded annually, Families First is scheduled to have a change of focus to community resilience and employment and, Communities First is going to be phased out by March 2018. There is risk of reduction in community provision of health improvement and wellbeing activity, particularly in more disadvantaged areas, and at a time when the NHS is looking to more prudent models of primary and community care to meet increasing demand. There is increased risk that the outcomes will be seen as a whole and that Communities First (particularly) will reduce healthy lifestyle activity moving towards employment, learning and prosperity.	4x4	4x4	A new cross-government focus to 'replace' Communities First is described with three main aims: helping people into work, giving children the best start in life, and ensuring people's voices are heard in the design of local services. This successor programme is referred to as the 3 'E' - employment, early years and empowerment. A WG legacy fund of £6 million will be introduced in April 2018, to local authorities, in consultation with communities and public services boards, to maintain some of the most effective interventions or community assets developed by Communities First. We need to ensure close partnership working through the PSB wellbeing planning process as described AND with LAs as they assess impact and effectiveness of health improvement programmes currently delivered through Communities First and develop bids to the Legacy Fund for local sustainability. Ensuring a joint approach to planning activity which meets both the evidence base for population health improvement and Welsh Government priorities is needed to align everyone's agendas and maximise population health improvement. Action to mitigate the impact of withdrawal of Communities First funding is being agreed with the relevant Health Board Divisions and these proposed actions are due to be presented to Execs.	4x5	4x4	Sept 2014, DPH and DOPs, Review: April 2018
	(ii)Community Health Champions Network established, with a limited number of individuals and training programmes currently involved.	Failure to maintain and expand this network may represent a lost opportunity to promote healthier lifestyle and other health messages into communities where information tends to be acquired 'word of mouth' from trusted community members. Such communities often contain the individuals with the worst health and least healthy lifestyles. Outcome evaluation from this type of activity is extremely difficult, although research suggests that trained volunteers working like this does improve knowledge and lifestyles in fellow community members. Due to the discontinuation of the Wellbeing Activity Grant funding this programme is at risk.	2x4	3x4	Increasing this programme will require considerable input by and investment in voluntary sector groups, at increased scale and pace to initiate the necessary culture change within the population. This is currently not planned or resourced. Short-term monies have been identified to support the continuation of the programme, and to allow a sustainability plan to be developed. The Gwent programme however cannot continue after March 2018 without identifying new resources. Public Health Wales are consulting with Third Sector organisations currently with a view to supporting them with their own improvement agenda.	2x4	3x4	January 2015, DPH, Review: April 2018
4. We fail to promote healthy lifestyles and healthy choices	(i)Patient education programmes are provided within the Health Board area, but may not be sufficient to ensure population impact. Work is now ongoing within the Primary Care & Networks to review education programmes available to patients, and in particular to increase the availability of diabetes education.	Not all willing individuals with common chronic conditions are receiving comprehensive support and guidance in self management of their condition. This affects a large and increasing proportion of the population. In the short term this avoids the need for additional staff and ensures existing staff time is used for clinical care. However, in the short to medium term, inability to appropriately self manage creates avoidable demand on health services, and wastes resources, including drugs, consumables and equipment as well as time in clinics etc. In the long term insufficient patient education at a population level maintains demand and dependency on health services and creates avoidable ill health. Sectors of the population with impaired literacy levels, physical, sensory or learning disabilities, or from an ethnic minority community may be at particular risk. OA Knee patient education groups implementing prudent care are now operational.	4x4	4x4	We need to map such programmes alongside evidence base, demand and capacity to enable a planned programme of investment to ensure maximum population impact. Plans are in place in the current ABUHB 3 year plan, but resources have not yet been identified. UHB should map the impact of the changes to Communities First delivery of patient education programmes.	4x4	4x4	Sept 2014, DPH and DOPs, Review: October 2018

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	(ii) Work on 'Making Every Contact Count' ongoing with some staff groups, but all staff in direct patient contact need to take this approach in order to ensure population impact. .	<p>Contact with health professionals presents a window of opportunity to enable patients to give serious consideration of the effect of aspects of their lifestyle on their health, and consider or start making changes to that lifestyle. This affects a large proportion of the population - around 2/3 are overweight or obese, and around 1/4 smoke. Around 85% of individuals will have contact with a NHS healthcare professional during the course of any one year.</p> <p>Failure to have as many staff as possible trained to recognise appropriate opportunities and tackle health-harming behaviours in an effective brief intervention with patients will reduce the potential population impact as well as supporting effective disease management. Not conducting brief intervention will, in the short term, enable staff to see more patients in a given time period. However, in the medium to long term the absence of brief advice on health-harming behaviours will waste opportunities for health improvement, therefore maintain demand and dependency on health services.</p> <p>Comprehensive staff involvement with MECC will help individual lifestyle change support get to all sectors of the population, including those who normally do not access it.</p>	2x5	3x5	<p>The MECC Strategy has been agreed at Board, with an ambitious target to train and equip 10% of the front-line staff in brief intervention/advice.</p> <p>A training plan has been developed alongside the strategy identifying which staff groups require certain training and, both internally delivered and commissioned training has been planned with a number of Divisions and professional groups for 2017/18.</p> <p>This will require greater scale and pace of change over a prolonged time to initiate the necessary culture change among staff and patients.</p> <p>The MECC target to train 10% of ABUHB staff was met for 2017/18 with 900 staff trained. For the MECC approach to be successful will require continued engagement from Divisions and ongoing work to embed MECC in usual practice. If this is achieved MECC will contribute to delivery of Clinical Futures Level 1 Programme Framework in preventing poor health and better managing chronic conditions.</p>	2x5	3x5	<p>Sept 2014, DPH and DOPs,</p> <p>Review: October 2017</p> <p>Review: Jan 2018</p>
	<p>(iii) Smoking cessation services are being improved and extended to increase throughput to 5% of all smokers, as required by the Welsh Government target</p> <p>WG Tier 1 Target 5% of smokers make a quit attempt via smoking cessation services, with at least a 40% CO validated quit rate at 4 weeks.</p> <p>ABUHB IMTP Target 2017/18 implement action plans to increase uptake of smoking cessation services to reach 5% target Projected Target IMTP 2017/18 (Based on current resources/budget allocation for Tobacco Control): 3.5%</p>	<p>This should contribute to a measurable population effect on smoking prevalence in next few years, in line with Welsh Government target to reduce smoking prevalence to 16% by 2020. Smoking remains a serious threat to population health. This activity will need to be monitored to ensure it has the desired effect, and alterations considered if not. Directors of PH are engaged in discussion with Public Health Wales (PHW) and Stop Smoking Wales (SSW) re improvements in Smoking Cessation services through the national tobacco leads representing each Health Board area.</p> <p>Action plans will be implemented to increase uptake of smoking cessation services to achieve the 5% target. 2017/18 implement action plans to increase uptake of smoking cessation services to reach 3.5% target by March 2018 and 3.7% by March 2019.</p>	4x3	4x4	<p>All Divisions, and as many partners as possible need to encourage, identify, and systematically refer smokers to SSW or Pharmacy services to support a quit attempt. Extension of the current plan to increase level 3 pharmacy services is being implemented. Divisions and partners need to encourage appropriate staff to undertake 'brief intervention' training to increase their skills and confidence in talking to smokers about making a quit attempt.</p> <p>Funded plans are currently in place to increase the numbers of Pharmacies providing level 3 services, and work is underway to support them to deliver. Monthly data reports have been received since 2017, which has enabled data profiles to be produced for NCNs and presented to NCN leads.</p> <p>The year on year improvement in smoking cessation performance has continued, largely due to the Level 3 Pharmacy service. Smoking cessation services (including Community pharmacy level 3, Stop Smoking Wales, Hospital Smoke Free Support Service and Prisons) have treated 3% (2,090) of the adult smoking population between 1st April 2016 and 31st March 2017 and 3.5% (3113) between 1st April 2017 and 31st March 2018.</p> <p>A successful social marketing programme Help 2 Quit, has been running from the AB Gwent public health team which has used social insight to inform strong and relevant messages for important segments of the population pushed through digital, social, radio, pop-up shops and out-of-home advertising channels. Help 2 Quit Phase 1 (Jan - March 2016) and Phase 2 (Nov 2016 - May/June 2017) were successful in driving smokers to specialist smoking cessation services. Help 2 Quit Phase 3, is a transitional campaign (Jan - March 2018) which has had to be adapted to reflect the new national Help Me Quit brand/campaign, whilst trying to maintain the local presence, and the previous successful local targeting of segments of the local population.</p> <p>The national campaign "Help me Quit" has secured additional funding to deliver a segmented target based social/media marketing during 2018/19, through TV adverts, billboards, digital media, social media platforms. The campaign will promote brand awareness of "Help me Quit" and increase the number of smokers accessing specialist cessation support. Whilst the campaign is expected to increase referrals across Wales, the potential impact at local health board level has not been determined.</p>	3x3	3x2	<p>Sept 2014, DPH and DOPs,</p> <p>Review: April 2018</p>

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	(iv)Support for pregnant women to quit smoking is on-going.	Although the numbers involved are small, smoking in pregnancy represents a considerable risk to the health of the mother and a lifelong health risk to the child. Supporting pregnant women to stop smoking requires skilled support over a considerable time.	3x4	4x4	Partners need to support efforts to support pregnant women in not smoking, and to ensure young women and girls are aware of the risk to babies, and are encouraged to adopt alternative coping strategies where required. Additional HB investment was provided to increase resources (CO monitors) available for community midwives to implement NICE smoking cessation guidance. The maternity service implementation of NICE smoking cessation guidance is currently being audited to establish further support midwives require to embed activity within day-to-day work. A national improvement programme commenced in June 2017 to reduce smoking in pregnancy. A task and finish group has been established to progress all actions, chaired by Consultant in Public Health. The group meets monthly via teleconference and is represented (as delegated by the DPHs) by all 7 HB areas, and the Public Health Wales tobacco lead.	3x3	3x2	Sept 2014, DPH and DOPs, Review: April 2018
	(v) We do not currently have smoking cessation services targeted at any vulnerable groups apart from a service in prisons and a nation project delivered locally by MIND for clients experiencing mental health issues.	Prisons have gone smokefree. Prison healthcare team need to provide lifestyle advice to support prisoners. A member of HB staff team has been identified and provided smoking cessation support on a fixed term secondment to the Prisons. Discussions are currently underway with MIND regional co-ordinator in relation to a potential pilot smoking cessation service for clients experiencing mental health issues.	2x2	2x2	Additional resources and training of existing staff has been undertaken. Primary care have received funding for prison smoke free service. Resources to support implementation have been developed and staff capacity to deliver smoking cessation identified and implemented with the prison setting. Mind Cymru has received funding from WG to support local Mind Groups to provide smoking cessation support for clients experiencing mental health issues.	2x2	2x2	Sept 2014, DPH and DOPs, Review: April 2018
	(vi)All surgical departments including obstetrics and gynaecology have adopted policy of encouraging smokers to quit for at least 8 weeks prior to elective surgery, but referral rates of smokers listed for surgery to quit services remain low	This is a major missed opportunity to avoid ill health in the short medium and long term. Current referral appears to depend on the enthusiasm of a small number of individuals rather than being a routine and normal part of deliberations around and preparation for surgical interventions.	2x4	3x4	Better engagement by surgical specialities could greatly increase the numbers going through this programme. In the short term this would avoid a few (potentially very) long hospital stays and enable more activity, but long-term this could also contribute to a more general reduction in smoking prevalence as some of those who quit for a few weeks prior to surgery will remain non smokers. Again, many of these individuals have a circle of friends and relatives, who may also be influenced to reduce less healthy behaviours. This is an aspiration on the part of the Tobacco Control group, and action plan is being updated by scheduled care in relation to Pre-op smoking cessation. The hospital smoke free support service (HSFSS) is currently under review and interim support is currently being provided by Stop Smoking Wales. ABUHB will continue to target front line health professionals to ensure they are trained in MECC, and able to refer patients to NHS smoking cessation services through "Help Me Quit".	2x4	3x4	Sept 2014, DPH and DOPs, Review: April 2018
	(vii)The adult weight management service is now fully functional, and the last remaining planned staff are in post.	Failure of this service to keep up with demand, and failure to extend the service for children and young people will reduce the enthusiasm of wider NHS staff to initiate discussions around weight and weight management with patients. Failure to maximise the numbers of patients engaging with the service will also fail to reduce potential demand for diabetic, cardiovascular etc health services. The IMTP commitment and Executive Team agreement to extend the adult weight management service to include a childhood and family weight management intervention has not been met. There is no evidence-based service for children with morbid obesity and their families, this could pose organisational and clinical risk.	4x5	3x4	Additional resource will be required to implement this service in the face of rising demand and prevalence of obesity. The Specialist Adult Weight Management Service is now fully in place and plans have been developed to expand the service with an additional operational site providing more equitable access. A Business plan for a Children and Families Weight Management Services has been agreed at Executive Team. Therapies and Public Health service leads are working with F&T Division and Finance has been released to Family and Therapies Division to set up the service. NCNs are prioritising obesity and taking a leadership role in beginning the development of Level 2 services, led by Newport East NCN.	4x5	3x4	Sept 2014, DPH and DTH, Review: October 2017 Review: Jan 2018

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	(viii) the antenatal weight management service appears to be working well in Torfaen and is being expanded to Monmouthshire.	Part of the Adult Weight Management Service, this service is beneficial to small numbers of women, but is not currently able to impact on the whole population of pregnant women. Obesity has a major impact on the health of pregnant women, and also on the lifelong health of the child. The prevalence of obesity is high and continuing to rise, particularly in those living in the most deprived areas. Antenatal weight management has been expanded to Monmouthshire but currently no resources identified to able to impact on the whole population of pregnant women. Obesity has a major impact on the health of pregnant women, and also on the lifelong health of the child. The prevalence of obesity is high and continuing to rise, particularly in those living in the most deprived areas	3x3	3x4	More resource is required to ensure all antenatal services can provide this level of support. Some partners have invested in the service on a short term basis, but this would ideally be a core service within the adult weight management service. Resources not yet identified. Some resource has been invested from NCNs in Blaenau Gwent to expand obesity services generally and specifically including antenatal weight management and in Monmouthshire. The Gwent childhood obesity strategy has been agreed at all PSBs and features in current iterations of the wellbeing assessments. We continue to work closely with the Wellbeing Plan development processes. The ABUHB Healthy Weights Delivery Group has agreed a delivery plan for 2017/18 and preparation for implementation has begun. More resource is required to ensure all antenatal services can provide this level of support. Some partners have invested in the service on a short term basis, but this would ideally be a core service within the adult weight management service. Resources not yet identified. Some resource has been invested from NCNs in Blaenau Gwent to expand obesity services generally and specifically including antenatal weight management and in Monmouthshire. The Gwent childhood obesity strategy has been agreed at all PSBs and features in current iterations of the wellbeing assessments. We continue to work closely with the Wellbeing Plan development processes. The ABUHB Healthy Weights Delivery Group has agreed a delivery plan for 2017/18 and preparation for implementation has begun. More resource is required to ensure all antenatal services can provide this level of support. Some partners have invested in the service on a short term basis, but this would ideally be a core service within the adult weight management service. Resources not yet identified. The ABUHB Healthy Weights Delivery Group has agreed a delivery plan for 2017/18 and preparation for implementation has begun.	3x2	3x3	Sept 2014, DPH and DTH, Review: July 2017 Review: Jan 2018
	(ix) ABUHB has a breastfeeding policy and aims to encourage and support all new mothers to breastfeed their babies if possible. Breastfeeding contributes to many aspects of lifelong good health.	ABUHB continues to have low rates of breastfeeding. While Community and Hospital services have recently achieved the Unicef 'Baby Friendly' award, which aims to ensure that all processes are in place to maximise support for breastfeeding.	2x3	2x3	Further work by ABUHB and partners is required to increase breastfeeding rates. Work is now completed to capture breastfeeding rates on Child Health System which is on track with improved rates of recording.	2x4	1x4	January 2015, DivFT, Review: April 2018
	(x) We do not currently have weight management services targeted at any vulnerable groups.	Resources do not currently allow this, but lack of such services is contributing towards inequalities of both health and service provision. The Adult Weight Management Service currently provides limited service to targeted groups through the maternity weight management service in Torfaen and Monmouthshire and the Diabetes Prevention Programme with Blaenau Gwent. Unfortunately resources do not currently allow this further, but lack of services is contributing towards inequality of both health and service provision.	2x2	2x3	Additional resources would be required for this, not yet identified. Blaenau Gwent NCNs have added to the capacity of the adult weight management service in deprived areas and for specific groups.	2x2	2x3	September 2014, DPH and DTH, Review: September 2017 Reviewed: Jan 2018

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			short term	long term		short term	long term	
	(xi)Public Health Wales , the local Public Health team and Family & Therapies divisional staff support local schools in maintaining membership of the 'Healthy Schools' scheme.	Not all schools and education officers appreciate the benefits of a universal system attempting to ensure the ethos of a school support health education and promotion, particularly in a time of diminishing budgets and a focus on literacy, numeracy and exam results.	3x2	3x1	The Public Health team is supports schools via the Healthy Schools Officers on a Gwent wide basis. Board Members and staff can be effective advocates for the added value of the Healthy Schools Scheme in improving the ability of pupils to improve literacy, numeracy and general behaviour.	4x1	4x1	Sept 2014, DPH and DOPs, Review: April 2018
	(xii)'Design to Smile' dental public health initiative is trying to work with Primary schools in deprived areas to encourage uptake of an evidence based programme of fissure sealant / fluoride varnish treatment and supervised tooth brushing.	Not all schools are prepared to co-operate with the supervised tooth brushing. This reduces the likelihood of children in the more deprived areas acquiring good dental hygiene habits for life. Poor dental health can adversely affect self confidence and diet, as well as potentially requiring unnecessary risk from general anaesthesia for treatment in children.	3x4	3x5	Schools need to be encouraged to co-operate with this programme, which will require the support of partners.	3x4	3x5	February 2015, DivFT/DPH, Review: March 2018
	(xiii) Although hazardous alcohol consumption may be reducing, particularly in younger people, the health effects of previous hazardous consumption by a large sector of the population are now starting to become apparent, with increasing rates of alcohol related ill health and hospital admission.	We have no systematic means of identifying individuals at risk and offering support, although several staff groups have been offered alcohol brief intervention training.	4x4	4x4	A clear plan is needed to encompass all aspects of alcohol harm reduction, and resources need to be planned and secured. Evidence-base alcohol treatment pathway developed, business case directed to finance and performance committee for services in RGH, NHH and YF. The APB has re-commissioned new all-Gwent community drug and alcohol services (GDAS) for adults. Planned service expansion following commissioning process next year The UHB fulfils statutory role as Responsible Authority on Licensing applications. An Alcohol Care Team has been established at the RGH and NHH aims to reduce alcohol-related harm by raising awareness among hospital staff of alcohol-related ill health, screening for alcohol misuse problems and providing specialist care to patients that are drinking at harmful or dependant levels. The specialist support available to patients includes comprehensive alcohol use assessments, care planning, medically assisted withdrawal (often called "detox") and psychological support. Support is being provided from the Value Based Care Team to refresh the initial business case to expand to a 7 day service.	4x4	4x4	January 2015, DPH, DOPs and DivPCN, Review: October 2018
5. We fail to promote healthy and safe workplaces	(i)A Workplace Health Group oversees workplace health and wellbeing issues. A very large proportion of the population enter ABUHB premises as either staff, patients or visitors each year, and this is an opportunity for demonstrating exemplar policies and practices promoting health.		1x2	1x2	Maintenance of this group and activity.	1x2	1x2	Sept 2014, DPH and DWD, Review: October 2018

Public Health and Partnerships Committee Risk Register 9/07/2015

Risk issue: Standard 3 'Standards for Healthcare Services'	Analysis and existing action / controls	Residual / new risks to population health	Current risk score (consequence x likelihood)		Actions required from ABUHB and /or partners to reduce the risk	Amended risk score (if mitigated by planned and funded action)		Date added / Risk owner / Review date
			short term	long term		short term	long term	
	(ii) ABUHB has been awarded the Platinum level Corporate Health Standard	ABUHB are due to be revalidated for both the Gold and Platinum Corporate Health Standard in December 2018. The Health and Work Group are working to develop an improvement plan to ensure that the Health Board is meeting all of the criteria necessary in preparation for a mock assessment in August 2018.	2x4	3x4	This will require named leads to implement required actions and provided evidence of a change in organisational culture and examples of supported staff behaviour change and improvements to well-being. This work will also need to be supported by a robust communication package with staff and evidence.	1x1	1x1	Sept 2014, DPH and DWD, Review: December 2017 Reviewed: Jan 2018
	(iii) A staff wellbeing through food and physical activity guidelines have been developed, owned by the Work and Health Group.	Ongoing encouragement of small steps leading to wider culture change is going to be important here, and we need to be careful to ensure that over enthusiastic policy does not alienate staff, while keeping a constant degree of movement towards ideals. If we manage to set up a rolling programme of reform and engagement, with a background communications initiative, this should slowly improve the food and physical activity environment for staff and visitors. Work to implement the actions in the guidelines has started with a focus on Active Travel and healthy catering for staff. Ongoing encouragement of small steps leading to wider culture change is going to be important, keeping a constant degree of movement towards ideals. This work will contribute to the revalidation of the Corporate Health Standard but requires a rolling programme of engagement with staff if we are to be successful at changing organisational culture and supporting staff well-being.	2x4	3x4	The Work and Health Group will need to develop, implement and revise actions plans over the next couple of years as outlined in the policy. Resources to do this are not currently identified, although some may be available. Small Change Big Difference social marketing campaign prepared and work with facilities and catering plans to increase healthy food offer and improve active travel. The Work and Health Group will need to develop, implement and revise actions plans over the next couple of years as outlined in the policy. Resources to do this are not currently identified, although some may be available. Small Change Big Difference branding has been developed with social insight but this needs to translate into a rolling communication strategy and programme. This will also be required to achieve revalidation of the Corporate Health Standard	2x2	3x2	Sept 2014, DPH and DWD, Review October 2018
	(iv) A 'smoke free premises' policy has been agreed and partially implemented. Two fixed term smoking wardens have been employed. A hospital based smoking cessation service has now been set up, with access being rolled out to all acute hospitals.	Difficulties remain in fully implementing the 'smoke free' policy at some locations in some ABUHB sites. Failure to render NHS property (and staff at work in uniform) smoke free undermines the wider efforts to reduce smoking in the population. Patients who continue to smoke are often those most at risk of harm and increased need of health services.	2x3	2x4	Permanent funding has been secured and recruitment underway to recruit enforcement officers to permanent posts. The new model of smoking wardens adopting an enforcement approach has worked well and policy is currently being updated. Banning smoking on hospital grounds was also included in the Public Health (Wales) Act.	2x1	2x1	Sept 2014, DPH and DOPs, April 2018

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			short term	long term		short term	long term	
	<p>(iv)Flu immunisation is offered to all front line staff each autumn.</p> <p>Develop and implement a staff influenza policy and deliver influenza immunisation programme to improve uptake amongst ABUHB staff to achieve 50% uptake.</p>	<p>Frontline Healthcare workers at increased risk of contracting flu virus than the rest of the population in their work and may potentially transmit flu virus to vulnerable patients. Therefore flu vaccination is offered to staff to protect them and vulnerable patients and is a Health Board Tier 1 Target. The consequences of low uptake levels will depend on the type and level of flu circulating in the community, but raising uptake levels provides the best defence possible against harm to both the population health and health board services. Maximising staff uptake levels promotes staff wellbeing and potentially reduces the risk to business continuity at the Health Board by limiting the harm from flu virus contained (or recently contained) within vaccine. Effects likely to be mainly short term, but can be longer term if previous virus strains re-emerge. In 2016, Welsh Government funding to support the flu vaccination of staff has been discontinued.</p> <p>Health boards currently have a tier one target from Welsh Government to achieve 60% flu immunisation of all front line NHS staff.</p> <p>Health Boards are expected to resource this immunisation programme and whilst it is a cost effective, preventative measure, no recurrent resource is identified.</p>	3x4	3x4	<p>The ABUHB Staff Flu Immunisation Working Group oversaw a systematic approach to all elements of the delivery of the staff immunisation programme to achieve the 50% target uptake in 2016/17.</p> <p>Continued improvement requires an ongoing organisation-wide plan based on learning and best practice across Wales. It also requires Divisional Management Teams to understand the rationale for flu vaccination and to implement processes for coordinating, monitoring and improving vaccination uptake within their Divisions.</p> <p>Since the start of the 2017/18 seasonal flu programme, a Programme Manager has been appointed and more flu champions have been trained than in previous years (199). As of 22:12: 18 the uptake amongst all ABUHB staff was at 50%. This is higher than in previous seasons, however, it falls far short of the 60% target, which other Welsh Health Boards report having already achieved this season.</p> <p>In response the Executive Team have received a recovery plan (29:11:17) and a paper (15:01:18) outlining the further changes required to transform the staff flu immunisation programme. Consequently, Divisions have been provided with guidance on how to strengthen their coordination, monitoring, and improving vaccination uptake role as well being offered a financial reward for achieving the 60% uptake.</p>	3x4	3x4	Sept 2014,DPH and DWD, Review: April 2017 Review: 23/01/18 Consultant in PH
6. We fail to have systems and plans to prevent and control communicable disease outbreaks and provide immunisation	<p>(i)The Director of Public Health has close links with Public Health Wales and a local Health Protection Team is located within the Health Board area. The local HPT team currently maintain good links with both local partners (e.g. LA Environmental Health & Education depts, Gwent Police and the LRF)and colleagues in Cardiff, including the provision of cross cover and sharing some nursing staff.</p>	<p>We currently have a small health protection team based within the ABHB area. The long standing CCDC has retired, and PHW is currently considering the re-location of this team to Cardiff, to be co-located with the team serving Cardiff and Vale and Cwm Taf Health Boards. There is concern that relocation outside Gwent will jeopardise vital local links and destabilise the efficient functioning of the team.</p>	2x3	2x2		1x2	1x1	December 2014, DPH, Review: April 2018
	<p>(ii)The Health Board is aware of National Incident/Outbreak Control plans, and has a multidisciplinary 'Gwent Immunisation Group' which meets regularly. They are also represented on the multiagency Infectious Diseases subgroup of the Gwent Local Resilience Forum.</p>		3x1	3x1	<p>Continued improvement requires an ongoing organisation-wide plan based on learning and best practice across Wales. It also requires Divisional Management Teams to understand the rationale for flu vaccination and to implement processes for coordinating, monitoring and improving vaccination uptake within their Divisions.</p>	3x1	3x1	Sept 2014, DPH, Review: April 2018

Public Health and Partnerships Committee Risk Register 9/07/2015

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	(iii)The Health Board maintains a Childhood Immunisation programme, and an Influenza immunisation programme for staff and specific patients	Transition of provision of routine childhood vaccinations from Health Visiting Service to General Practice has been implemented. Health Visiting will continue to provide vaccination to children of 'hard to reach' families who repeatedly fail to attend in Primary Care. A Health Visiting immunisation team is being recruited by the Health Board and General Practices have been offered a choice of undertaking their own childhood vaccinations or commissioning the Health Visiting Immunisation Team to vaccinate their childhood population.	2x3	2x3		1x3	1x3	December 2016, DPH & Div FT & Div PCN, Review: Review: April 2018
	iv) ABUHB currently has a part time Immunisations Co-ordinator employed with Family & Therapies Directorate.	The IC remains on a 30 week contract, with a job description aligned to the National Standard for a full time IC. No formal deputisation arranged for the key parts of the role exist. A part time administrative post is funded to support the IC role. However, there remains limited resource to support ongoing immunisation across the Health Board, which presents a real risk to business continuity and to vaccination uptake rates.	3x4	3x4	Since the start of the 2017/18 seasonal flu programme, a Programme Manager has been appointed and more flu champions have been trained than in previous years (199). As of 22:12: 18 the uptake amongst all ABUHB staff was at 50%. This is higher than in previous seasons, however, it falls far short of the 60% target, which other Welsh Health Boards report having already achieved this season.	3x4	3x5	February 2015, DPH & Div FT & Div PCN, Review: Review: April 2018
	v) The Child Health System (CHS) is vital to provide timely information in the event of an outbreak of disease preventable by routine childhood vaccinations, but is dependent upon a single officer for maintenance and oversight.	Inaccurate data in the CHS means much time is wasted pursuing children who have already had vaccinations, and also potentially adversely affects relationships between NHS staff and families. Time and effort is also wasted in answering questions and explaining possible reasons for a perceived rather than a real problem. More importantly, confusion over data takes staff away from seeking out and vaccinating those children who are not protected. A Health Board wide data cleanse of CHS against the Local Education Authority records xSLA for all school aged children is currently being piloted with a view to annual implementation. The data cleanse is still ongoing. This exercise has highlighted inaccuracies within the current system. A measles outbreak was declared in the South Wales area in March with cases in the school aged population in Blaenau Gwent	3x3	3x4	Temporary staff have been employed to update the CHS with the correct information highlighted in the data cleanse. Engagement is underway with LA's for more regular data exchanges. A report will be produced at the end of the data cleanse with recommendations for on how systems can be improved and embedded into practice. The CHS was utilised to run a list of children with outstanding MMRs to offer school based vaccinations. A significant number of consent forms were returned indicating children were already vaccinated. Further work is needed on the exchange of immunisation information cross boarder and between Child Health and GP practices to ensure systems are up to date.	3x3	3x4	January 2015, DPH, Review: Review: April 2018
	vi) Increase the level of influenza vaccine uptake in all at risk groups at NCN level and reduce the gap across all ABUHB NCNs.				In response the Executive Team have received a recovery plan (29:11:17) and a paper (15:01:18) outlining the further changes required to transform the staff flu immunisation programme. Consequently, Divisions have been provided with guidance on how to strengthen their coordination, monitoring, and improving vaccination uptake role as well being offered a financial reward for achieving the 60% uptake.			
	viii) Flu vaccination for children is being extended by 2 academic years to include all year groups at primary school from Autumn 2018.	Full implementation of this new programme is likely to contribute to the disruption of the spread of flu viruses in the community, but this is going to place a considerable extra burden on the school nursing service, which could jeopardise other important public health functions that they currently perform.	3x3	3x4	Plans are currently underway with a business case to increase capacity of the School Health Nurse Immunisation team to ensure service capacity to deliver to all primary school aged children	3x2	3x4	June 2015, DPH and Div F&T Review: Review: April 2018
	ix) uptake of all scheduled vaccination by age four continues to fall.	This appears to be an issue with the timeliness of vaccination delivery, which is of concern as it leaves many children unprotected during their first year of full time schooling. The World Health Organisation has reported a sharp increase in the incidence of Measles cases in the Europe Region in 2017. Larger outbreaks have occurred in areas where immunisation rates fall below the 95%, which give community immunity and prevent the transmission of measles within a population.	3x3	3x4	Additional staffing is being requested by the relevant departments, and the immunisation co-ordinator role is being reconsidered to free up time to support teams and practices. An action plan to reduce waiting times / queues is being implemented to ensure children are offered the vaccination on a timely basis.	3x3	3x4	June 2016, DPH, Div F&T, Div PCN Review: Review: April 2018

Public Health and Partnerships Committee Risk Register 9/07/2015

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7. We fail to provide effective programmes to screen and detect disease	(i)The Health Board supports the Public Health Wales national screening programmes for cervical, breast and bowel cancer etc. via various SLAs.	Overall uptake rates in ABUHB are generally meeting or close to meeting targets, with the exception of Bowel Cancer and Aneurysm Screening. Within ABUHB however, there are inequalities with uptake rates being lower in the more deprived areas. It is likely that there are other inequalities by population subgroups - eg ethnic minority - but data are not available.	2x3	2x4	Cancer screening uptake will also be encouraged through the 'Living Well Living Longer' inequality reduction programme in the most deprived areas - this may help to address the reduced screening uptake in most deprived areas. Awareness raising/encouragement by GP practices and other partners should help to increase uptake. We need more detailed information from Screening Service to help identify particular populations requiring targeting.	2x3	2x4	DPH Review: October 2018
	(ii)The 'Living Well Living Longer' programme is offering targeted health checks for cardiovascular disease and risk factors across the most deprived communities of ABUHB. This has the potential to make a significant difference to inequalities in healthy life expectancy in ABUHB.	<p>Over 11,700 citizens have attended a full Health Check with 1,746 sessions held in 57 local community venues across 6 cluster areas and 39 GP practices. All attendees have had the full range of tests, advice and brief interventions offered.</p> <p>The Well Being Advisor Service is a new development, receiving over 400 referrals so far, which supports high risk patients for a period of up to six months, to understand their modifiable risks and to set goals and actions which will help to lower their risks.</p> <p>In terms of clinical intervention, around 30% of patients exceeded NICE threshold requiring a further appointment with their GP Practice in relation to blood pressure, cholesterol and diabetes risk. An initial evaluation of the programme is currently taking place (August 2017).</p> <p>Support is also provided to people to reduce their preventable risk factors for cancer through the Living Well, Living Longer Programme (as set out above). The national screening programmes are promoted through the Health Check.</p> <p>GP practices have carried out their significant event analyses of lung, digestive and ovarian cancers.</p> <p>NCNs have also concluded evaluation of the bowel screening pilots.</p>	2x3	2x4	<p>Complete the roll out of the Living Well Living Longer Programme. The programme is approaching completion in Newport East invite and Newport West NCNs a CPD session for the 5 practices was held on 28/9/17.</p> <p>Implement a sustainable, social model of primary care to support people to reduce their risk of heart disease, stroke, diabetes, cancer, respiratory and liver disease in Blaenau Gwent West, Blaenau Gwent East and Caerphilly North NCNs.</p> <p>Implement a mental wellbeing pathway as part of the Living Well Living Longer programme.</p> <p>Working with community partners through NCNs, implement an Integrated Wellbeing Network as part of the Living Well Living Longer programme.</p> <p>Through NCNs, identify and disseminate the common themes from the 2016/17 GP Practice audit of new cases of cancer.</p>	2x3	2x4	DPH Review: July 2018

WELL-BEING PLAN FOR TORFAEN

2018 to 2023

Draft for approval: February / March
2018



FOREWORD

Torfaen Public Services Board was established in April 2016 under the Well-being of Future Generations (Wales) Act 2015 and brings together public services operating across the County Borough to improve resident's well-being.

Together, as public service partners and in consultation with the Torfaen community; we have undertaken an assessment of well-being which we published in May 2017 on our website, and have used this assessment to draft the first well-being plan for Torfaen. www.torfaenpublicservicesboard.co.uk

This document sets out how we will collectively respond to some of the key issues identified in the well-being assessment. However, we are very aware that more needs to be done. We must make the shift away from a previous voluntary partnership board, to a new statutory partnership that requires us to work collectively, collaboratively and differently to improve the well-being for people in Torfaen, both now, and for future generations. This will require a step change from 'business as usual' to a comprehensive partnership approach that improves well-being for our residents and adds value to the work being delivered.

This plan sets out our key themes and objectives to improve well-being in Torfaen, for both the places we live in and the people who live here.

We hope that this approach will make significant improvements and we can all work together as partners to make Torfaen a great place to live, work and visit.

I very much welcome this first Well-being Plan for Torfaen. This is our starting point and further work is required in several areas over time which will require the involvement of people and businesses, as well as public services.

Cllr Anthony Hunt

Chair of Torfaen Public Services Board

Torfaen PSB Well-being Plan- Page 2 of 60



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1.0 INTRODUCTION

1.1 Background

The Well-being of Future Generations (Wales) Act 2015 (The Act) establishes public services boards across Wales setting out statutory functions to assess the well-being of the area and form well-being plans on a five-year cycle. This is something that Torfaen Public Services Board (PSB) has willingly embraced – working together to improve well-being for people and places across the borough over the next 25 to 30 years and beyond.

The PSB is the local partnership which brings together the chief officers and leaders¹ of public services operating in Torfaen. More information can be found about the PSB - its membership, plans and meetings – on our website: www.torfaenpublicservicesboard.co.uk

We published our first Assessment of Well-being in May 2017 on our website (as per the above link). This assessment will be updated as new information becomes available and further work is undertaken to better understand and to provide the right solutions.

Using the assessment as a starting point, we have talked to people who currently run and use our services. We could

¹ Aneurin Bevan University Health Board; Torfaen County Borough Council; South Wales Fire & Rescue Service; Natural Resources Wales; Police & Crime Commission for Gwent; Gwent Police; Her Majesty's Prisons & Probation Service for Wales;

have a very long list of actions, as in previous partnership plans, that we all work on separately and make some improvements here and there. However, our ambition is to do things differently, recognising the strong connection between the approach taken to working together and the effectiveness of the outcome for the people who live and work in Torfaen.

We understand that we cannot do everything, all at the same time, and must be realistic in addressing the areas where the PSB will have the most positive impact. By prioritising our activities and identifying those areas where, through positive collaborative activities, we can add value and benefit for our residents.

This is the first phase of long term planning and we will repeat the cycle every five years. We know there is still more to do to get a deeper understanding of some of the issues affecting our communities and what the solutions might be. We also need to better connect to our communities so we can work together to improve well-being, therefore, we will update this Plan in 2020 as well as at the end of the five years in 2023.

Wales Community Rehabilitation Company; Melin Homes; Bron Afon Community Housing; Torfaen Voluntary Alliance; Town & Community Council representation; Torfaen Leisure Trust.

1.2 Making the connections

This Well-being Plan will form an essential reference document for public services who operate in Torfaen as each must use the strong connections to the assessment of well-being and the well-being objectives set out in this Plan to inform their own corporate planning arrangements, well-being objectives and annual well-being statements. Therefore, it is important that the contents of this plan, including the well-being objectives, are supported by evidence in the assessment of well-being and lead to activities that will improve well-being across Torfaen.

Appendix 1 sets out the links between organisational well-being objectives and the PSB's well-being objectives.

There are 44 public bodies across Wales which must take account of PSB Well-being plans and in Torfaen this includes:

- The Local Health Board's Medium Term Financial Plans which will have to take account of the five well-being plans that cover the Gwent region as will the partnership Regional Area Plan (required under the Social Services Wellbeing (Wales) Act and further referenced below).
- The Fire & Rescue Service will take account of the ten well-being plans that cover the South Wales area to inform their corporate Improvement Plans.
- Natural Resources Wales has nineteen well-being plans across Wales to take into account for their national corporate plan.
- Torfaen County Borough Council will use the assessment and well-being plan when setting their next corporate plan and priorities. It will also use the plan when reviewing their annual well-being statements.
- Cwmbran and Pontypool Community Councils meet the criteria of the Act and are setting out their plans to support and improve well-being. (The other Town and Community Councils in Torfaen, who are not subject to the Act, do not have to be explicit in their plans but are all working to support well-being within their areas too).
- Policing and probation services, local social housing providers, voluntary associations and leisure trusts are also not directly subject to the Act but are valued partners within the PSB and will use well-being plans, that are relevant to their own areas of operation, when forming their own organisational and corporate plans.

All the above organisations are members of Torfaen PSB but there are other public bodies such as the Arts Council, Sport Council for Wales and Higher Education organisations that, under the Act, need to look at well-being plans to inform their own policies and strategies.

For some of the issues identified in the well-being assessment, there are already established regional and local partnership and collaboration arrangements that are working to improve outcomes for people affected by them. We need to better connect this activity at the frontline, through strategic planning and our culture and behaviours so that we avoid duplication, identify gaps, capture opportunities for complementary activity and maximise our collective reach to improve well-being.

These and other local partnership groups will continue and their work has not been flagged as new areas of work for this well-being plan. Connections will continue to be made and information taken into account through the continual updating of the well-being assessment, thus raising any concerns and issues that the PSB may need to address in the future. **Appendix 2** gives an 'at a glance' picture of connected plans and strategies and a short description of each.

The Social Services & Wellbeing (Wales) Act 2014 requires the health board and local authorities in its area, to work together and with wider partners to improve people's health

and well-being. A Regional Partnership Board is established to oversee this work and the Area Plan for Gwent sets out areas of activity for the following nine themes - Children & Young People; Older People, including People with Dementia; Health & Physical Disabilities; Mental Health; Learning Disabilities; Sensory Loss & Impairment; Carers; Violence Against Women, Domestic Abuse & Sexual Violence; Autism. There are strong connections between the Area Plan and the objectives set out in this Well-being Plan and we will work with the Regional Partnership Board to make sure we do not duplicate activities but that our work is complementary to improve both personal health & well-being (through the Area Plan) and well-being of place (through this Well-being Plan). A copy of the Area Plan can be seen on the PSB website (from May 2018).

www.torfaenpublicservicesboard.co.uk

The Act also requires the PSB to consider other legislation and the following have been taken into account as part of the development for this plan – the Equality Act 2010, the Welsh Language Measure 2011, the United Nations Convention on the Rights of the Child and the Environment Act 2016. We have worked throughout our engagement and consultation activities to ensure a wide range of people have been involved including school councils and youth forums, disability groups, older people, people from the Welsh language community, people from the LGBT+ community, Gypsy Travellers and other under-represented groups.

1.3 National well-being goals and new ways of working

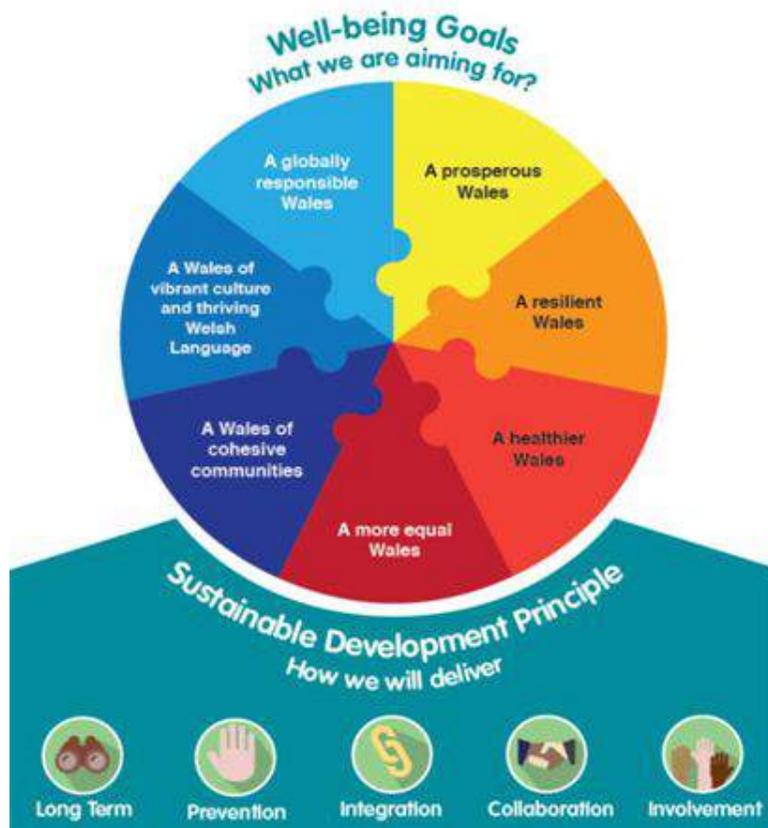


Figure 1: National well-being goals and the 5 ways of working.

Source: Welsh Government.

The Act sets out seven well-being goals which public services across Wales must work towards to improve social, economic, environmental and cultural well-being. These can be seen in figure 1.

The Act also sets out how we must work using the Sustainable Development Principle, which states – “We must act in a manner in which we ensure the needs of the present are met without compromising the ability of future generations to meet their own needs.”

To show we applied the sustainable development principle we must use integrated, preventative and collaborative approaches that take account of the long-term and involve our communities. These are known as the five ways of working and are to be used by each public service organisation to develop and deliver well-being and, by public services boards in ensuring robust and effective partnership working.

Figure 2 sets out how we have worked to the five ways during the development of this plan. Later in the plan we describe in more detail how we have used the five ways of working in relation to each objective to maximise our contribution to each of the national well-being goals.

 <p>Integration</p>	<p>Our approach to well-being planning has considered how each of our objectives can improve social, economic, environmental, and cultural well-being in Torfaen and its communities. Under each objective in Section 5 we have set out how it will contribute to achieving the well-being goals. We have also looked at the <u>inter-connections</u> between the well-being objectives and will be working on activities that can add value, benefit and maximise partner resources.</p>
 <p>Long-term</p>	<p>We have set out our shared vision for the future, where Torfaen has responded to the long-term <u>challenges</u> facing its communities and some of the <u>opportunities</u> that we identified in the well-being assessment. Our well-being objectives set out the initial steps we need to take together to create more sustainable and resilient communities. We will need to think creatively to address some of the challenges or to adapt to lessen their impact including looking at technological advances, application of medical research, smarter use of resources and working with our communities who often have the answer. At a Gwent level, we are working with other PSBs to understand how public services need to respond to the issues over the next five, fifteen and twenty five years. This will provide a range of future scenarios and wider issues that could impact on Torfaen and public service delivery over the next 20-25 years, including technological and political trends.</p>
 <p>Prevention</p>	<p>Preventing problems occurring or getting worse has been a key approach to developing this plan. We know that proactive responses are always going to be more effective than short-term reactive approaches and they are likely to be more cost effective in the long-run too. Working together on prevention and early intervention, rather than individually, will help us to break the cycle of some of the bigger intergenerational issues and take people with us on a journey of change for the better.</p>
 <p>Involvement</p>	<p>The people working and living in our communities have helped us to develop our well-being objectives and we have listened to what they have told us to inform our approach.</p>
 <p>Collaboration</p>	<p>In preparing this plan, partners have worked together, sharing expertise to begin to build a deeper understanding of the issues, and develop effective approaches to improve well-being. This work has been informed through sharing information, workshops and meetings.</p>

Figure 2: How the Public Services Board is using the 5 ways of working.

2.0 WELL-BEING ASSESSMENT

2.1 Current Torfaen

A central message from our [first well-being assessment](#) is one of widening inequality; how this is associated with, and impacts upon, just about every aspect of well-being. We used a place-based approach to collecting information and the views of people who live and work in Torfaen, building a picture of well-being for Blaenavon, Pontypool and Cwmbran.

Some of the information confirmed what we already knew; that is, where our most deprived communities are, and how people in these areas often experience multiple, clustered difficulties which all affect their well-being. However, even in our less deprived areas there are families and individuals

who are struggling with poor health, no or limited educational qualifications and unemployment or low income levels which mean their well-being is also of a lower quality than others around them.

We talked to people across the borough and heard how most of them value our green spaces, want safe and clean streets, affordable housing and good health. Our citizens also told us of the importance of affordable and timely transport to access education, employment and social activities. Some of these are the responsibility of single organisations and services, however the Act is about what organisations can do together to tackle the big issues and improve well-being on multiple issues that were identified in the assessment, from the data and from our conversation with our communities. We used these key challenges and opportunities to help us prepare a long-term vision for Torfaen.

ADD PHOTOS IN PUBLISHED VERSION.

3.0 DEVELOPING THE PLAN

3.1 How the well-being objectives emerged

Figure 3 below sets out the main steps taken to prepare the draft well-being plan. It takes as a starting point the key short, medium and long term challenges and opportunities.



Figure 3: Our steps for preparing the plan.

To support our approach an Officer Support Group was established bringing together professional expertise, service and community insight. Along with looking at current local and regional activity the group considered what is working well and where we could be doing more. Priority areas were identified where the PSB can start to take collective action and build on our knowledge to improve the health of Torfaen, improve the wealth and prosperity of Torfaen and enhance and protect our natural environment to support well-being. These were then considered by the PSB and further we agreed to focus on a small number of issues where collectively partners can make a difference.

3.2 Involving our citizens

To build on the 1073 responses to the well-being assessment, over the summer of 2017, we had a conversation with our communities about the emerging priority areas in terms of improving well-being in Torfaen and to ask what they thought public services could do collectively to effectively respond to the associated challenges and opportunities; what could communities, individuals, businesses and other organisations do to help; how/would people like to be involved

or what could they do to help; how could public services help and support people to be involved. In the summer of 2017, 333 people and 23 businesses provided their views. Further information can be found in **Appendix 3**. We have used suggestions on how people can be involved in supporting the delivery of each objective later on in the plan (Section 6).

In the autumn of 2017, when we consulted on the draft well-being plan, we had 50 responses from individuals and stakeholder organisations. All the responses from the autumn consultation have been analysed and can be seen in **Appendix 4**. We will use this information to support work to involve our communities in developing and delivering well-being over time. Figure 4 shows there is high level support for the PSB's 7 well-being objectives.

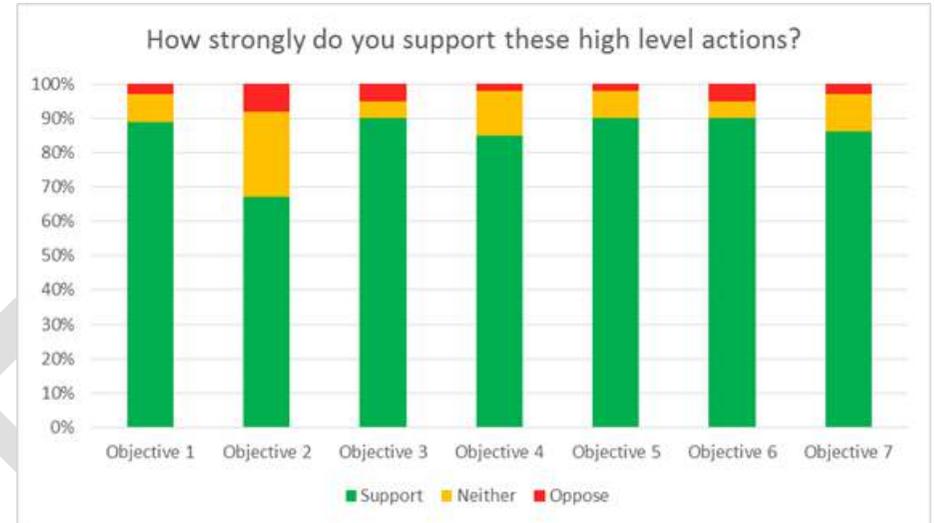


Figure 4: Summary of consultation support for the PSB's well-being objectives.

4.0 OUR SHARED VISION FOR FUTURE GENERATIONS

We want Torfaen to be a great place to live, work and visit. A place where the environment is protected and enhanced, every child has the best start in life and people have opportunities to work, learn and live a healthier and prosperous lives.

In the Torfaen of the future we want people to live in cohesive communities, where they feel safe and are empowered to take responsibility for their own well-being and to play an active part in local services and decisions. Where people will participate in cultural activities and the Welsh language will be embedded into our communities.

Future generations of children and young people will have the best start in life and will meet developmental milestones. Our citizens will live long happy, healthy and independent lives and there will be less sections of our community living in poverty.

People will live in good quality and affordable homes and local housing demand will be met. People will have the skills and qualifications to access decent work and the local

economy will be prosperous with strong links to the regional economy.

Businesses will be cyber secure and have access to the latest technological advances. They will have secure supplies of raw materials and energy and will have adjusted to the new international trading agreements

Natural resources will be protected and enhanced and resilient to a changing climate. Water and air quality will be good, soils will be healthy and ecological connectivity will be maximised. Our citizens' will understand and be able to realise the many benefits that our natural resources can provide.

Our communities and the key infrastructure they rely on will be resilient to the impacts of climate change. Opportunities associated with a changing climate will have been realised e.g. tourism, recreation and agriculture.

Torfaen will have resilience to rising energy and transport costs through improved efficiency, tackling fuel poverty, active travel and more local renewable energy generation.

5.0 HOW WE ARE GOING TO WORK TOGETHER

We recognise the strong connection between the approach we take and the effectiveness of the outcome. The legislation however allows for a range of responses, from minimal compliance, to using the Act to drive transformative change in public services.

Our ambition is to work together to exemplify the five ways of working to maximise our contribution to the [national well-being goals](#), and support the delivery of our well-being objectives.

This will involve us using our collective assets: people (staff and citizens), land, buildings, and procurement to maximise well-being for the people of Torfaen and build resilient communities. We will align our approach embedding the five ways of working to the seven key areas that Welsh Government has identified as where the change needs to happen (figure 5). To help us do this we will use the Future Generations Framework for Service Design. See **Appendix 5**.



Figure 5: 7 key areas where the change needs to happen.

We know that to get the best out of our collective organisations skills and abilities, we will need to change the way we work together, including our cultures and behaviours so staff at all levels of our organisations fully understand the part they must play to improve well-being and have the right support, skills and expertise to do so. This will also involve us looking at how we do this differently, examples being the co-location of staff and how secondments could support this important work.



A PLACE-BASED PILOT.

To enable this to happen and to support us to respond meaningfully to the legislation we have committed to establishing a joint programme of work relating to “how” we will work together. We will initially focus this new approach on a place-based pilot in Blaenavon exploring our joint progress against one of our well-being objectives - [supporting healthy lifestyle behaviours](#) and the steps we will take to meet this objective.

Supported by the Welsh Government’s low carbon Smart Living Programme, the pilot or “smart demonstrator” will consider how innovative approaches and technologies can support the long-term well-being of a community and deliver multiple well-being benefits. It will also look at how

public services working collaboratively can best use their assets to support this.

Our well-being assessment identified that communities are complex and dynamic places. Each has a different set of social, economic, environmental and cultural experiences, which have an influence on the well-being of the people living and working there. No two communities are exactly the same, which is why taking a “place-based” approach enables us to focus on smaller area issues vital to improving well-being.

The pilot will provide us with a place-based “blue-print” of what works well and what doesn’t work, building on the strengths of Blaenavon and the people that live there. This approach will positively impact more broadly on well-being, see figure 6 for some examples.

The plan is to take the learning from the pilot and use a “roll it in” approach with our other objectives to improve well-being; we have seven well-being objectives and these are set out in [Section 6](#).

This new approach will also respond to our collective learning from working together on the well-being assessment, key recommendations for improvement that the Future Generations Commissioner has made to all PSBs across Wales and advice provided by the Commissioner following the statutory consultation process especially the

importance of thinking differently, being aspirational and repurposing resources.

 <p>poverty</p>	<p>Taking action to reduce poverty and inequalities can reduce the impact of poor health.</p>
 <p>CO₂ emissions</p>  <p>inequalities</p>	<p>Taking mitigation action to make buildings warmer, more energy efficient and to reduce fuel costs, especially for the most vulnerable, will support carbon reduction, improve physical and mental well-being and contribute to a more equal Torfaen.</p>
 <p>skills & jobs</p>  <p>education</p>	<p>Supporting people to live healthy lives, where they can achieve their educational potential and become part of a healthy workforce will contribute to wider economic well-being.</p>
 <p>environmental</p>  <p>CO₂ emissions</p>	<p>Reducing transport emissions through encouraging more active travel will help mitigate the impacts of climate change, improve air quality and support people to make healthier lifestyle choices.</p>

Figure 6: Examples of wider well-being benefits associated with the pilot.

6.0 OUR WELL-BEING OBJECTIVES

Based on the information we have collected in the assessment and from the public, the analysis carried out to date and the expert knowledge of public services officers, our well-being objectives can be seen in figure 7.

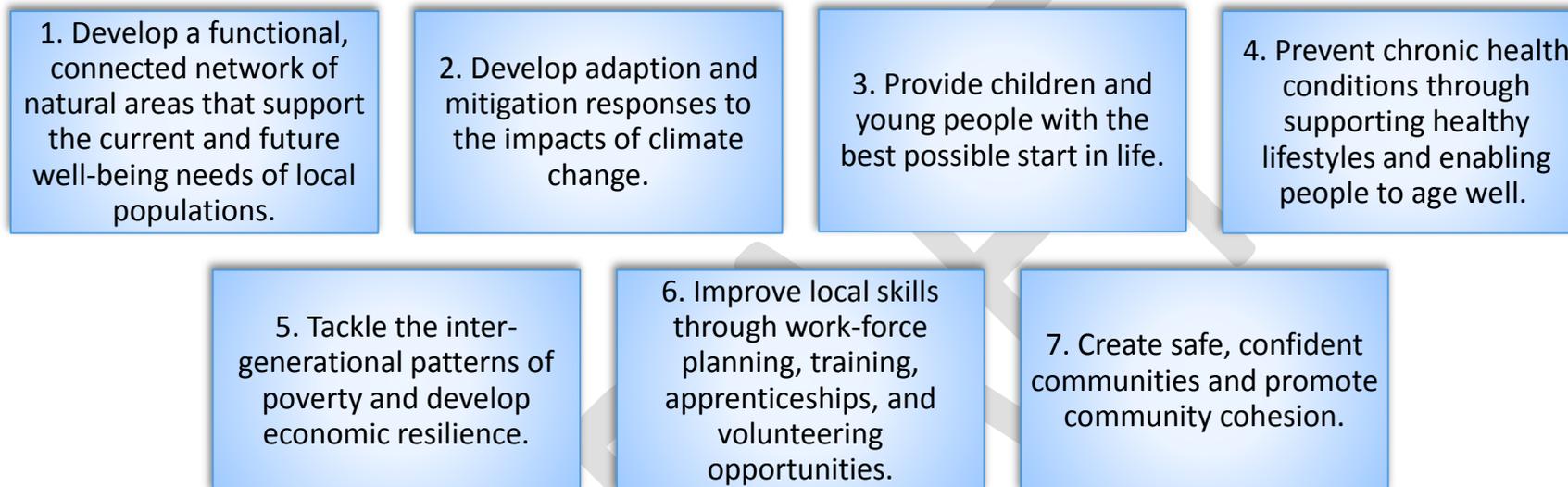


Figure 7: Torfaen Public Services Board well-being objective

We have taken advice from the Future Generations Commissioner in the development of these objectives, in particular the importance of not rushing to solutions when deciding the collective steps we need to take to achieve our well-being objectives. Our rationale is that these are big issues that will take longer to research and really understand what actions will be effective. As a result we

have purposely kept the plan high level to give us time to build our understanding of what we can best do to support our objectives including to work through changing cultures and behaviours and, to involve the public and other stakeholders in exploring areas that need more detail. We will do this by focusing our early activity on the place-based pilot and applying the learnings to the approaches we take across the borough when working on all of our 7 well-being objectives. See [Section 5](#).

In the following sections of the plan we identify high level areas for action that will support us in meeting our objectives and set out where we aim to make significant achievements in the short, medium or long-term. These actions will enable us to **explore** effective approaches in the short-term; **realise** by scaling up success in the medium term and **transform** how we work together in the longer term.

Whilst in the following sections of the plan we have set out broad areas for activity where we think we can make achievements over these timescales, the development of detailed activities will be informed by the learnings from the place-based pilot, in particular how we exemplify the five ways of working.

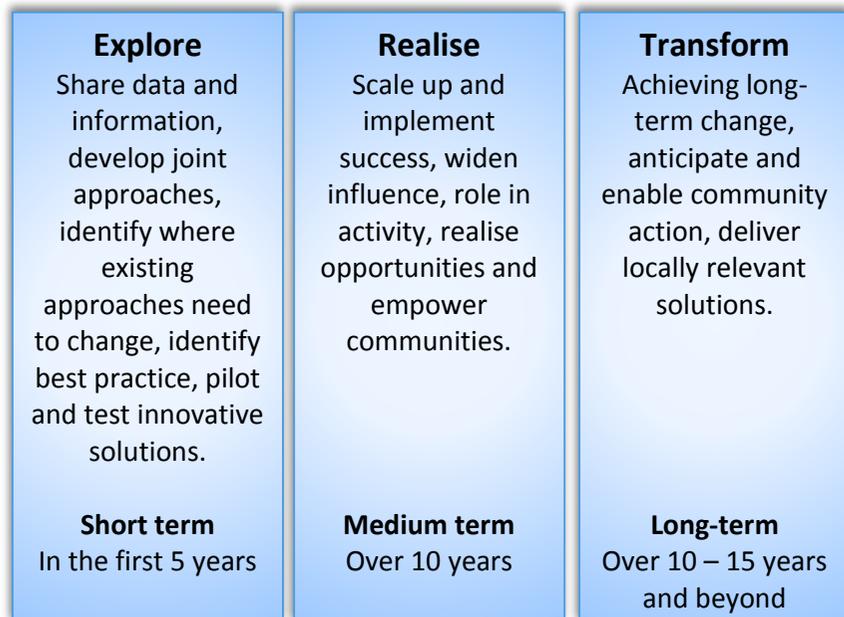


Figure 8: Timescales for delivering key actions.

6.1 Objective 1 - develop a functional, connected network of natural areas that support the current and future well-being needs of local populations.

Explore In the short-term where we expect to make achievement in the first 5 years.	Realise In the medium-term where we expect to make achievements over 10 years	Transform In the long-term where we expect to make achievements over 10 to 15 years and beyond.
i) Develop a shared Green Infrastructure strategy which maximises the well-being benefits that sustainably managed quality greenspace can provide. This will include approaches to: <ul style="list-style-type: none"> • Support biodiversity and ecological resilience. • Tackle irresponsible use of green space including grass fires, fly tipping and off-road bike use. <i>Also see objective 7.</i> • Identify strategic opportunities to develop active travel networks and promote outdoor physical activity. <i>Also see objectives 3 & 4.</i> • Build climate change resilience and better balance land use pressures. <i>Also see objective 2.</i> • Maximise opportunities for training, volunteering and apprenticeships related to the natural environment. <i>Also see objective 6.</i> 	i. Review internal administrative, strategic, operational and partnership procedures and policies of all PSB partner organisations to reflect the priorities for natural resources as set out in the new green infrastructure management approach. ii. Exemplify the new green infrastructure approach in the uplands. <i>Also see objectives 2 & 3.</i>	iii. Work with private and third sector landowners to encourage the adoption of the new green infrastructure management approach. iv. Explore how we can support community ownership and management of greenspace.

Figure 9: High level actions for objective 1.

6.1.1 Why we chose this objective

The assessment told us that 'place' is important to people and that our natural resources are an important asset. In particular the outdoor environment which includes the air, land, water, wildlife and plants that make up the landscape

which surrounds us. This natural environment has the capacity to deliver multiple well-being benefits to the citizens of Torfaen. These benefits include clean water, flood protection, space for leisure and recreation, food and fuel production, a sense of tranquillity, jobs and economic

activity associated with a range of sectors including forestry, fisheries, tourism, leisure and agriculture.

Torfaen's unique and beautiful landscape is a significant ecological resource supporting a range of notable species. We know that upland fires and illegal off-road activity are causing damage to upland habitats and that Blaenavon's peatland (a Special Landscape Area designation) is being degraded. Poor condition, lack of management and fragmentation of woodland are also issues in Torfaen. A significant number of Larch trees have also been removed in borough as part of managing the fungus-like pathogen *Phytophthora ramorum*. (Larch die-back). This has had a noticeable effect on the landscape in places – especially Upper Cwmbran. There are also issues with water quality on the Afon Lwyd and its tributaries.

We also know that the ecological footprint for Torfaen is 3.13 global hectares per person. This means that if everyone in the world lived as we do in Torfaen then we would need 3.13 planets to support us.

If current and future generations are going to realise the benefits that the natural environment can provide, then natural areas need to be in good condition or healthy. This

means that we need to work together to develop approaches which protect and enhance characteristics that improve the health of our natural environment. We will do this by enhancing diversity, adaptability, extent, condition and connectivity between natural areas whilst minimising the risks from external factors such as pollution, development, climate change, anti-social behaviour, lack of management and successional planting and non-native species.

Developing new approaches to managing the public sector estate and our collective assets will help us to maintain and enhance healthy functioning ecosystems, improve water and air quality, maintain healthy soils, increase ecological connectivity and contribute to flood management.

The way we manage our green infrastructure can help support longer-term social and economic resilience and Torfaen's capacity to adapt to climate change e.g. managing water in the landscape and reducing the impact of temperature rise, particularly in urban areas and around key infrastructure.

This approach will enable citizens to understand and realise the benefits that good quality greenspace can provide

6.1.2 Using the five ways of working

INTEGRATION - HOW OUR OBJECTIVES INTERACT



- Developing a functional, connected network of natural areas will help build resilience to the impacts of **climate change**.
- Good quality greenspace with plenty of opportunities for active travel and physical activity supports **healthy lifestyles**.
- Developing functional, connected natural areas also offers opportunities for **improving local skills** through training, volunteering and apprenticeships and can offer opportunities to **develop economic resilience** through supporting employment linked to the environment.
- Tackling irresponsible use of green space can contribute towards **safe, confident & cohesive communities**.

Also see:

Section 6.1.3 - Contribution to the well-being goals and **Appendix 6** which provides a summary of the link between our collective well-being objectives and the national well-being goals.

LONG-TERM - KEY LONG TERM CHALLENGES AND OPPORTUNITIES CONSIDERED FOR THIS OBJECTIVE



Working with the other PSB's in Gwent we have commissioned work to develop future scenarios to help build our understanding and inform our approaches. As we work together to develop and adopt sustainable management approaches for our green infrastructure we will need to consider:

- Working better together to balance the land use pressures that impact on our natural resources.
- Increasing the resilience of our natural resources (that we rely on) from a changing climate.
- Better managing water in the landscape and reducing the impact of temperature rise, particularly in urban areas and around key infrastructure etc.

- Identifying and pursuing renewable energy generation opportunities.
- Accounting for the impacts of exiting the European Union on the environment e.g. agricultural payments, access to labour, changes to environmental legislation, loss of grant aid etc.
- Addressing increasing levels of obesity and inactivity by promoting active travel and the benefits of outdoor recreation.
- Supporting an ageing population by making sure there is suitable access to greenspace.
- Identifying opportunities for local food production.

PREVENTION

Ensuring our natural assets are well managed and in good condition by enhancing diversity, adaptability, extent, condition and connectivity between natural sites whilst minimising the risks from external factors such as pollution, development, climate change, anti-social behavior means will mean that future generations will be able to benefit from their well-being benefits.



INVOLVEMENT

Supporting community ownership and management of greenspace and encouraging private landowners and land managers (including local residents) to adopt sustainable management approaches supports functional well-connected and resilient natural resources.



"I am happy to attend volunteer groups to clean the canal etc. "
How could you get involved? - consultation comment.

COLLABORATION - WHO WILL BE INVOLVED IN DELIVERING OBJECTIVE 1

- This will involve all the public sector with owned or managed land assets in Torfaen working together to maximize its well-being benefits.
- This will also involve working with wildlife organisations, Torfaen Nature Partnership, private land owners, commoners and local residents.
- Torfaen County Borough Council (TCBC) can provide leadership for community engagement and strategic planning.
- Natural Resources Wales (NRW) can identify opportunities where ecological resilience can be improved and identify key risks to natural resources.



- NRW can co-produce with partners an urban green infrastructure GIS (geographic information system) layer.
- NRW will work with partners to identify opportunities to improve the resilience of our natural areas in the county and the well-being benefits they provide.
- Aneurin Bevan Gwent Public Health Team can provide the evidence base for improving physical activity and the use of green space to improve health.
- Melin Homes will work with statutory bodies and partners to ensure design and planning policy supports resilient, vibrant and healthy communities that benefit people and the environment.
- South Wales Fire & Rescue (SWF&R) can help ensure our green spaces support flood and fire resilience.
- SWF&R can help identify fly tippers with partner organisations such as Fly tipping Wales to ensure waste clean-up.
- Gwent Police can advise on the safety of our public green areas, and help tackle landscape crime.
- Torfaen Voluntary Alliance can help support volunteering to improve and maintain green space for wider benefit (healthy lifestyles, skills development etc.).
- Gwent Police and TCBC will tackle illegal / anti-social activities. These include: metal theft, off-road trespassing, vandalism, fly-tipping, dog fouling, joy riding, fires, poaching and wildlife crime.
- TCBC Community Safety Team and Gwent Police will take appropriate action when members of the public report Off Road Biking.

Some partners are yet to confirm their involvement and other organisations can be involved as we develop our actions.

6.1.3 Contribution to the well-being goals



Figure 10: Contribution of objective 1 to the national well-being goals.

Natural resources provide our most basic needs, including food, energy and shelter. Better management of our natural resources means that we will be better able to address challenges such as climate change, tackling poverty and inequality, and improving people’s physical and mental

health. Sustainable management of natural resources will also support biodiversity and ecological resilience.

Good quality greenspace is a cost effective way of gaining positive health outcomes. As well as providing a place for us to be active, our green areas produce oxygen and cycling nutrients, help regulate climate, store carbon and have a role in water management (reducing flood-risk). They can absorb air-borne pollutants that are harmful to health and provide a pollination resource which is important for food production.

Working together to ensure all parts of our communities are able to benefit from access to greenspace and be involved in

its management will contribute to a more cohesive and equal Torfaen.

Much economic activity is linked to the environment from forestry, fisheries, tourism and recreation to agriculture and green energy production. Maintaining and improving the quality of these resources can deliver benefits and opportunities for the local economy.

Working with regional partners to create safe, confident places will help to promote community cohesion. Addressing the barriers to people being more active, including those with protected characteristics, will contribute to a healthier, more equal and cohesive society i.e. making sure the experience is good and people feel safe.

Supporting more active travel will contribute to reducing local carbon emissions and improve local air quality. Activity that recognises the limits of the global environment and supports healthy functioning ecosystems will contribute to well-being in the wider world.

Green spaces can provide opportunities for culture and recreation. Maintaining and improving the quality of our natural areas will provide culturally distinctive and attractive areas for local people to come together to participate in sport and recreational activities and contribute to a more cohesive and equal Torfaen. The better the quality and the more diverse our greenspaces are, the more attractive Torfaen will be to visitors.

6.2 Objective 2 – develop adaptation and mitigation responses to the impacts of climate change.

Explore In the short-term where we expect to make achievement in the first 5 years.	Realise In the medium-term where we expect to make achievements over 10 years	Transform In the long-term where we expect to make achievements over 10 to 15 years and beyond.
<ul style="list-style-type: none"> i. Build on Torfaen’s public sector climate change framework to: <ul style="list-style-type: none"> a. Establish the PSB's carbon footprint using Natural Resources Wales 'Carbon Positive' methodology. b. Undertake a local climate risk assessment as a first step towards adaptation. ii. Develop collective understanding of climate risks. 	<ul style="list-style-type: none"> iii. Explore good practice approaches for effective adaptation. Also see objective 1. iv. Develop and implement an action plan to reduce emissions and build adaptive approaches. Also see objectives 1, 3, 4 & 5. 	<ul style="list-style-type: none"> v. Use future climate change projections and modelling information as it becomes available to help build long-term resilience in our communities. Also see objective 7.

Figure 11: High level actions for objective 2.

6.2.1 Why we chose this objective

Our climate is already changing and will continue to do so. This will affect our communities, the services we deliver, our assets and infrastructure.

Projections suggest that, on average Torfaen is likely to face hotter dryer summers, warmer wetter winters, lower groundwater levels, less snowfall and frost, and a greater frequency of extreme weather events [2]

The Stern Review (2006) contained some powerful analysis of the economic implications of climate change. Its key conclusion is that the financial cost of taking early action to mitigate the risks of climate change would be significantly less than taking a reactive approach [3].

Most of the energy that we use comes from fossil fuels such as natural gas, coal or oil. These are non-renewable resources and once they are gone they are gone. As supplies of fossil fuels reduce then we can expect prices to rise which will impact both businesses - increased production and transport costs; and households (more in fuel poverty). Our

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transport system is also reliant on fossil fuels which will impact on both the economy and our communities.

Taking action to increase resilience to rising energy and transport costs through improved efficiency, supporting local renewable energy production, encouraging active travel and use of public transport will cut carbon emissions and reduce costs for households, businesses and other organisations.

The steps we will take to deliver this objective will involve working together to understand the direct and indirect risks of climate change to service delivery, key infrastructure that we rely on, to our communities and businesses and are an important part of developing effective local adaptation responses.

6.2.2 Using the five ways of working

INTEGRATION - HOW OUR OBJECTIVES INTERACT



Responding to climate change underpins all of our well-being objectives.

- Developing healthy, connected network of natural areas can help us locally to be **climate ready** e.g. carbon storage, urban cooling and managing water in the landscape.
- Future generations of children will be supported to get the **best start in life** and to live **healthy lifestyles** if local adaptive and mitigation responses are in place.
- Improved energy efficiency will support **tackling poverty** (including fuel poverty).
- Responding to climate change also offers opportunities to improving local skills e.g. associated with tourism or renewable energy and enables the transition to decarbonisation and supports **economic resilience**.
- Identifying and pursuing new business opportunities associated with a changing climate e.g. renewable energy, tourism, recreation and agriculture could help **tackle poverty** and **develop economic resilience**.
- Changes to the climate have the potential to increase inequalities and disadvantage within our communities, so taking mitigation and adaptation action can help **tackle poverty**.

Also see:

Section 6.2.3 - Contribution to the well-being goals and **Appendix 6** which provides a summary of the link between our collective well-being objectives and the national well-being goals.

LONG-TERM - KEY LONG TERM TRENDS CONSIDERED FOR THIS OBJECTIVE

Demographic change	Health forecast	Climate change	Balancing land use pressures	Exiting the European Union	Rising costs of resources	Water security	Food security	Raw material security	Technological advances	Energy security
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Working with the other PSB’s in Gwent we have commissioned work to develop future scenarios to help build our understanding and inform our approaches. As we work together to build our collective understanding of local climate risks, explore good practice and then develop actions to build adaptive responses, we will need to consider:

- Increasing the resilience of our natural resources (that we rely on) from a changing climate.
- Supporting local capacity to adapt to climate change e.g. managing water in the landscape and reducing the impact of temperature rise, particularly in urban areas and around key infrastructure etc.
- Building resilience into service delivery – i.e. account for direct and indirect climate risk in business planning and service delivery.
- Understanding the risks to the resilience of key infrastructure: transport, energy, IT, waste & built environment.
- Addressing indirect impacts on local businesses and productivity e.g. supply chain disruption and disruption to key infrastructure.
- Minimising health risks to communities especially among the elderly and other vulnerable groups e.g. extremes in temperature.
- Identifying and pursuing new business opportunities associated with a changing climate e.g. renewable energy, tourism, recreation and agriculture.

As we work together to reduce carbon emissions we will need to consider:

- Resilience of energy supply - peak energy, market volatility etc.
- Identifying and pursuing renewable energy generation opportunities.
- Resilience to rising energy and transport costs through improved efficiency, tackling fuel poverty, encouraging active travel and use of public transport etc.

PREVENTION

To ensure the long-term well-being of our communities, we need to start to prepare adaptation approaches locally that will help us respond to the impacts of climate change. Taking action to mitigate the risks of climate change, and developing adaptation responses that build resilience to the inevitable consequences of a changing climate will have clear benefits as reactive approaches will always be more expensive than proactive approaches.

**INVOLVEMENT**

To effectively respond to climate change we will need to work with our residents and local businesses to reduce Torfaen's carbon footprint and explore approaches for effective adaptation for example, encouraging energy efficiency in people's homes.



“Ask local groups (schools, scouts, etc.) to plant a tree. Plenty of saplings growing in the area. Needn't cost anything. Most people have small pots they would give away to start things off”.

What can communities, individuals, businesses or other organisations do to help? Consultation response.

**COLLABORATION - WHO WILL BE INVOLVED IN DELIVERING OBJECTIVE 2**

- All partners will work together to share expertise, knowledge and resources across the public sector will enable us to develop more effective adaptation and mitigation responses to the impacts of climate change.
- All the partners will explore their organisational risks to climate change and contributing to benchmarking the PSBs carbon footprint.
- We anticipate that all partners will be involved in undertaking the local climate risk assessment.
- Torfaen County Borough Council (TCBC) will co-ordinate delivery of this objective supported by Natural Resources Wales (NRW).
- NRW to provide expertise on carbon positive methodology and expertise on undertaking a local climate risk assessment.
- Aneurin Bevan Gwent Public Health Team can support with data and evidence base on health and climate change and emergent threats to public health.



- We will look to involve with local residents, landowners and businesses in developing and implementing the action plan to reduce emissions and build adaptive approaches.
- Bron Afon will improve the average energy efficiency rating of their housing stock
- Bron Afon will build and retain homes that are fit for the future.

Some partners are yet to confirm their involvement and other organisations can be involved as we develop our actions.

6.2.3 Contribution to the well-being goals



Figure 12: Contribution of objective 2 to the national well-being goals.

Taking energy efficient actions to keep our buildings at a comfortable temperature all year round will reduce fuel costs, especially for the most vulnerable; support carbon reduction; improve physical and mental well-being and contribute to a more equal Torfaen.

Taking local action now to adapt to the wider impacts of climate change on our communities, and our organisations, will help create resilient, viable, safe and cohesive communities and support the physical and mental well-being of future generations.

Trees and other vegetation can help mitigate extremes of climate change, providing cooling & shade in urban areas where people work and live.

Adaptation approaches need to ensure that the impacts of climate change do not further increase inequalities within our communities or have greater impact on vulnerable groups.

Reducing transport emissions through encouraging more active travel will help mitigate the impacts of climate change, improve air quality and support people to make healthier lifestyle choices. Improvements to public transport and walking and cycling routes can help support people to find employment or access training.

Increased local renewable energy generation will reduce carbon emissions and could also provide opportunities for employment and for new skills to be developed.

Reducing our carbon footprint will impact on the global environment.

6.3 Objective 3 - provide children and young people with the best possible start in life.

Explore In the short-term where we expect to make achievement in the first 5 years.	Realise In the medium-term where we expect to make achievements over 10 years	Transform In the long-term where we expect to make achievements over 10 to 15 years and beyond.
i. Co-ordinate the systems of early years universal interventions and resource, proportionate to need, to: a) Make the most of current antenatal support, ensure access to evidenced-based parenting and family support programmes. Also see objectives 4, 5 & 6. b) To encourage families to take up their Healthy Child Wales entitlement.	ii. Plan and coordinate partnership action to prevent and reduce impact of ACEs. Also see objectives 5 & 6.	iii. Prevent and reduce childhood overweight and obesity by implementing the partnership actions in the Gwent childhood obesity strategy. Also see objectives 1 & 4.

Figure 13: High level actions for objective 3.

6.3.1 Why we chose this objective

The assessment of well-being shows that in some areas there are children born into families where they are at risk of adverse childhood experiences (ACEs) which are known to have direct and immediate effects on a child's health and can affect them into adulthood. ACEs include growing up in households where they are exposed to drug and alcohol abuse (including smoking), domestic violence, verbal, physical and sexual abuse, or households where someone has been incarcerated, has a mental health condition and / or has experienced parental separation.

There is an abundance of research showing that investing in the first years of a child's life improves outcomes for them

throughout the rest of their lives. What a child experiences in the early years of life can contribute to them reaching their educational potential, becoming part of a healthy workforce, being healthy in later life and the influence they will have on their own family.

Gwent Childhood Obesity Strategy identifies evidence based actions to tackle obesity. Effective implementation of these actions will require using the collective resources of public services in Torfaen, and working in a more joined up way. Only then can we expect to have a positive impact on obesity.

6.3.2 Using the five ways of working

INTEGRATION - HOW OUR OBJECTIVES INTERACT



- Giving every child the best start will enable children to grow into healthy adults, with **healthy lifestyles and who age well**.
- Providing children with the best start in life will support current and future generations to become part of a skilled (**improving skills**), healthy workforce which will contribute to **tackling poverty and building economic resilience**.
- Making sure that children, regardless of their circumstances have good access to **healthy and functional natural areas** that support outdoor play and active lifestyles will help provide the best start in life.
- Future generations of children will be supported to get the best start in life and to live healthy lifestyles if Torfaen is **climate ready**.

Also see:

Section 6.3.3 - Contribution to the well-being goals and **Appendix 6** which provides a summary of the link between our collective well-being objectives and the national well-being goals.

LONG-TERM: KEY LONG TERM TRENDS CONSIDERED FOR THIS OBJECTIVE

Demographic change	Health forecast	Climate change	Exiting the European Union	Rising costs of resources	Technological advances
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Working with the other PSB's in Gwent we have commissioned work to develop future scenarios to help build our understanding and inform our approaches. As we take partnership action to prevent and reduce impact of ACEs. and to tackle childhood obesity we will need to consider:

- Addressing increasing levels of inactivity e.g. by promoting active travel and the benefits of outdoor recreational and providing suitable access to greenspace.
- Preventing increasing demand for services, especially in later life.
- Tackling inter-generational patterns of deprivation.
- Reducing health harming behaviours.
- Better forecasting of future education and skills requirements to ensure that young people grow up with the right skills to gain employment and meet future business needs.
- Building resilience to rising food costs.
- Resilience to rising energy and transport costs through improved efficiency, tackling fuel poverty, encouraging active travel and use of public transport etc.
- Accounting for the impacts of exiting the European Union on the products and services we use in our day-to-day lives locally e.g. food, energy, social care etc.
- Supporting digital inclusion and access to latest technology.
- Gaining a better understand the direct impacts on our communities from climate change e.g. flood damage and thermal comfort etc.

PREVENTION

Experiences in early years can impact on educational attainment, becoming part of a healthy workforce, being healthy in later life and influence the next generation of family. Taking action now to support families and tackle ACEs and their often intergenerational patterns will have long term well-being benefits. Introducing measures now to prevent the issues that are causing ACEs and childhood obesity will help support sections of our communities to reach their full potential and help break intergenerational impacts.



INVOLVEMENT

Only by working with young people and their families will we develop effective approaches that support better outcomes. We will do this through the Children and Young People's Partnership Board leading and coordinating engagement and involvement with our schools and front line services; this will include youth forums, youth and play services, ante-natal and post-natal services, parenting support and much more.



"I would be happy to volunteer or offer coaching support to young people to help them understand life can be different"
How could you get involved? - consultation comment.

COLLABORATION - WHO WILL BE INVOLVED IN DELIVERING OBJECTIVE 3

- Torfaen County Borough Council (TCBC) & Public Health Wales (PHW) will jointly chair and co-ordinate the Children & Young People's Partnership Board which will lead the work on this objective.
- Natural Resources Wales (NRW) will work on a national scale with the educational sector to champion the learning opportunities which the outdoor setting provides.
- NRW will facilitate family access to the land we manage and influence and enable family service organisations to better understand and use the natural environment in their service delivery.
- NRW develop collaborative opportunities to deliver mental health services outdoors, acting in a preventative way that recognises a root cause of Adverse Childhood Experiences.
- NRW will work collaboratively to ensure that children have opportunities to play outdoors every day, recognising the well-evidenced link between outdoor play and healthy weight in children.
- Melin Homes will work with schools to ensure that services for young people are more holistic focusing on well-being and not just academic achievement.
- All of the partners can be involved through their day to day services where they are in contact with children, young people and their families.
- TCBC will identify young people at risk of ACE's through the MAPI (Multi-Agency Pupil Intervention) meetings.
- TCBC will work with Youth Support Services (including the Youth Offending Service) to promote positive engagement for young people at risk of offending.



- As well as the PSB, wider public services and additional partners in the public, private and third sectors can support us to make progress on this objective over time and the Children & Young People's Partnership Board will lead and coordinate developing actions.
- Aneurin Bevan Gwent Public Health Team will support the Torfaen First 1000 days Steering Group (pathfinder), provide advice and support to prevent and reduce the impact of ACE's and on the implementation of the Gwent Childhood Obesity Strategy.
- Bron Afon will help people to be happy in their homes.
- South Wales Fire & Rescue (SWF&R) will carry out a variety of fire safety visits (including in the home and in schools) which include advice on smoking cessation, carbon monoxide and crime prevention. They will also train child minders on fire safety awareness and provide fire setters cognitive behaviour therapy sessions for young offenders. There will be a branch of Fire Cadets within Torfaen.
- SWF&R will also be trained to recognise the signs of domestic abuse.

Some partners are yet to confirm their involvement and other organisations can be involved as we develop our actions.

6.3.3 Contribution to the well-being goals



Figure 14: Contribution of objective 3 to the national well-being goals.

Childhood experiences can determine long-term development and overall life achievements. Taking early action and supporting people to live healthy lives, where they can achieve their educational potential and become part of a healthy workforce will contribute to a more prosperous Torfaen.

Supporting a child to have the best start in life will reduce the likelihood of abuse, maltreatment, physical injury and

psychological problems. It will also help them to avoid health problems at a later date.

Tackling the issues that are causing health inequalities will help support sections of our communities in reaching their full potential and contribute to a more equal Torfaen. Those living in areas of deprivation are at greater risk of experiencing multiple ACEs, so tackling ACEs should lead to greater equality.

Having good access to open space for recreation and physical activity can support healthy lifestyles. Being active is an important part of a healthy lifestyle and making sure that children, regardless of their circumstances, have good access to open space, will support this.

Improving feelings of safety and cohesion will help support people's mental and physical well-being.

6.4 Objective 4 – support healthy lifestyles and enable people to age well.

Explore In the short-term where we expect to make achievement in the first 5 years.	Realise In the medium-term where we expect to make achievements over 10 years	Transform In the long-term where we expect to make achievements over 10 to 15 years and beyond.
<p>i. Undertake a place-based pilot in Blaenavon supported by Welsh Government’s Smart Living Programme. This will:</p> <ul style="list-style-type: none"> • Explore the effectiveness of existing approaches. • Identify good practice e.g. Integrated Well-being Networks and locality based well-being hubs. • Identify how innovation and technologies can support healthy lifestyles and aging well. • Develop a blueprint of how public services can use their collective assets and activity to exemplify the five ways of working. • Identify lifestyle behavioural change required. • Develop operational and business modelling for seamless delivery. • Provide a pathway for delivery with key milestones. • Future-proof proposals. 	<p>ii. Scale up successful approaches identified through the pilot.</p> <p>iii. Use our influence to shape the Regional Partnership Board’s Area Plan and align activity across the partnerships to embed smarter approaches which work.</p>	<p>iv. Deliver a stronger service model around prevention and early intervention, embedding the integrated well-being network, and well-being hubs across NCN’s.</p> <p>v. Create multiple place-based smart and resilient communities which:</p> <ul style="list-style-type: none"> • Adopt smart approaches to the use of resources and assets. • Strengthen community action by building skills and confidence among citizens, so they can better manage their own health and care needs. Also see objective 6.

Figure 15: High level actions for objective 4.

6.4.1 Why we chose this objective

Chronic diseases are the leading cause of mortality and morbidity in Wales and have a major impact on healthy life expectancy i.e. the years of life lived in good health. The assessment of well-being tells us that in Torfaen less than 1/3 of adults eat their 5 a day, over 1/3 adults are physically inactive and 35% drink above the recommended guidelines. Preventing and managing chronic conditions will help working age adults to reach a healthy older age. We need to work together to improve lifestyle behaviours around the major risk factors including smoking, overweight/obesity, unhealthy diets, physical inactivity and harmful alcohol drinking.

The assessment tells us that the number of older people in Torfaen will continue to rise in the next 20 – 25 years. If we do not take action to keep people as well and independent for as long as possible then public services will not be able to cope with demand.

Improving the health of our communities, across life-courses, will help build a strong foundation for the well-being of future generations and, the actions that get us there, will have a far wider impact on well-being than just reducing disease prevalence, severity and premature death.

Public services in Torfaen employ large numbers of people, many of them living in Torfaen or close by. Creating healthy workplaces and supporting staff to keep themselves and their families healthy, will also provide a healthy and resilient local workforce. This will also equip our employees with the skills and confidence to signpost and inform people they come into contact with in terms of life enhancing skills.

Poor lifestyle choices, poverty, deprivation and demand pressures on health and social care professionals nationally means that although there is already much partnership working, to provide universal services to all while supporting those most in need, we still need to be doing more of the things that work and the PSB can enable this to happen in a co-ordinated way.

We also need to find innovative solutions, and develop new models of working to address the variety of health and social needs people have. By using our influence to shape and support the Regional Partnership Board's Area Plan (set up in response to the Social Services & Well-being (Wales) Act) and the local delivery plan / ageing well national programmes we will ensure approaches to health are joined up.

6.4.2 Using the five ways of working

INTEGRATION - HOW OUR OBJECTIVES INTERACT



- Healthy lifestyles and aging well will be supported if **natural areas** and their associated well-being benefits (including recreational provision, water management and food production) are accessible, well managed, **healthy and functional**.
- The healthier people are, the greater their resilience to the likely impacts of **climate change** e.g. extremes in temperature.
- Additionally, future generations will be supported to live healthy lifestyles if we respond locally to the impacts of **climate change** e.g. flooding.
- Supporting people to live healthy lives, where they can achieve their educational potential and become part of a healthy workforce will contribute to **tackling poverty and developing economic resilience**.
- **Improving local skills** can improve knowledge and confidence relating to healthy lifestyle behaviours.
- Improving mental and physical well-being can improve people's ability to play an active role in the places they live and can support **safe, confident and cohesive communities**.

Also see:

Section 6.4.3 - Contribution to the well-being goals and **Appendix 6** which provides a summary of the link between our collective well-being objectives and the national well-being goals.

LONG-TERM - KEY LONG TERM TRENDS CONSIDERED FOR THIS OBJECTIVE

Demographic change	Health forecast	Climate change	Balancing land use pressures	Exiting the European Union	Rising costs of resources	Water security	Food security	Raw material security	Technological advances	Energy security
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To help build our understanding and inform our approaches to supporting healthy lifestyles we are taking part in a Welsh Government place-based Smart Living pilot. This will explore predictive opportunities for future proofing drawing on the future scenarios work commissioned by the PSB's in Gwent. This will help us to consider:

- Protection and management of our natural resources to ensure the most basic and fundamental needs of future generations are met.
- Increased demand for some services, with increasing numbers of older people needing care and primary health services.
- Supporting an increasingly aging population to access and negotiate the built and natural environment, so that they can keep healthy and independent.
- Resilience to rising energy and transport costs through improved efficiency, tackling fuel poverty, encouraging active travel and use of public transport etc.
- The impact of continued austerity measures on public sector service delivery.
- Consumption patterns that show we are consuming more than our fair share of the earth's finite resources.
- Supporting the range of sectors that fall within the foundational economy i.e. food, energy, care, and the environment etc. We know that future generations are always going to have demand for these sectors as they are fundamental for everyday life.
- The impact of exiting the European Union on the everyday services we rely on.
- Future technological advances that can support people to adopt healthy lifestyles.

PREVENTION

Taking action now to support people to live healthy lives and age well will support them to achieve their educational potential and go on to become part of a healthy workforce, and contribute positively to their communities. Supporting people in keeping their independence for as long as possible will also help public services manage demand for services.



INVOLVEMENT

Working with our citizens to provide the right support and to build their skills and confidence will mean they can better manage their own health and care needs.



*“I could run with someone who wants to get fitter”
How could you get involved? - consultation comment.*

COLLABORATION - WHO WILL BE INVOLVED IN DELIVERING OBJECTIVE 4

- Welsh Government (WG), Torfaen County Borough Council (TCBC), Natural Resources Wales (NRW), Aneurin Bevan University Health Board (ABUHB) and Public Health Wales (PHW) will sit on the steering group for the Smart Living pilot.
- TCBC will co-ordinate partnership activities relating to the pilot.
- Melin Homes will work with partners to readdress the supply and mix of housing to ensure suitable, affordable and decent housing is available to all.
- Bron Afon will help those who are vulnerable to live independently in their homes, facilitate delivery of the Supported Living Service and build on their existing work on care closer to home.
- NRW will maximise its contribution to social prescribing by mapping greenspace around primary care settings (starting with the pilot) and talking to primary care practitioners. Regionally NRW will work directly with PHW and ABUHB to optimise the use of greenspace in communities.
- Aneurin Bevan Gwent Public Health team can support with the development of the Well-being Network and can provide the evidence base on health behaviour improvement.
- All of the partners can be involved in supporting messages and actions to promote healthy behaviours.
- South Wales Fire & Rescue (SWF&R) will carry out a variety of fire safety visits (including in the home and in schools) which include advice on smoking cessation, carbon monoxide and crime prevention. There will be a branch of Fire Cadets within Torfaen, which encourages healthy eating and exercise as part of its programme. Fire & Rescue Officers will also be able to deliver messages in schools visits for partner organisations about healthy choices.
- SWF&R will deliver Dementia Friends training for employees to help recognise and better support people with dementia and their carers.
- NRW will continue to work collaboratively on the Large Scale Change project, with a focus on getting people more active more often in outdoor settings across the Heads of the Valleys area.



- TCBC will consider the needs of people of all ages when designing and delivering services and in the provision of goods and facilities. This will ensure that public bodies consider the needs of children, teenagers and younger and older adults.
 - TCBC reduce any care disadvantage experienced by older people and promote greater opportunities for rehabilitation.
- Some partners are yet to confirm their involvement and other organisations can be involved as we develop our actions.

6.4.3 Contribution to the well-being goals



Figure 16: Contribution of objective 4 to the national well-being goals.

Improving health can increase life expectancy. Taking action to reduce inequalities will reduce the impact of poor health on particular communities.

Supporting people to live healthy lives, where they can achieve their educational potential and become part of a healthy workforce will contribute to wider economic well-being.

Older people already contribute to the local economy through informal caring roles, employment and volunteering. Supporting more people to a healthy older age where they can continue to work for as long as they wish to, and are able to carry out caring roles where they can, will impact wider economic well-being in the longer term.

Improving the built and natural landscapes to support people in keeping their independence for as long as possible and will support healthier communities. Physical activity can be

supported by reducing barriers such as equitable access to green space. Parks and other forms of public greenspace positively impact on human well-being. Improving access to good quality greenspace is a cost effective way of gaining positive health outcomes.

Having healthy functioning ecosystems is fundamental to our health - they produce oxygen and cycling nutrients, help regulate climate, store carbon and have a role in water management (reducing flood-risk). They can improve air quality (absorb air-borne pollutants that are harmful to health) and reduce noise.

Create environments that make the *healthy choice*, the *easy choice* and improving feelings of safety and cohesion will help support people’s mental and physical well-being.

Developing people’s ability to manage their own health and well-being by equipping them with the knowledge, skills and confidence to do so and by strengthening local integrated well-being networks and community action to create more cohesive communities.

Involving people in the arts and cultural activities can be a good way to improve mental well-being and build confidence.

6.5 Objective 5 - tackle the inter-generational patterns of poverty and develop economic resilience.

Explore In the short-term (where we expect to make achievement in the first 5 years).	Reduce In the medium-term (where we expect to make achievements over 10 years)	Transform In the long-term (where we expect to make achievements over 10 to 15 years and beyond).
<p>i. Focus integrated family support on households in which poverty is a persistent feature to avoid the risk of future generations repeating the same patterns.</p> <p>ii. Extend financial inclusion and improve people’s financial skills. Also see objective 6.</p> <p>iii. Work together to reduce the impact of, and seek to reduce levels of food and fuel poverty. Also see objectives 1, 2, 3 & 4.</p>	<p>iv. Reduce Poverty in working age by:</p> <ul style="list-style-type: none"> • Supporting people to gain the skills and capabilities to find a job and progress once in work. Also see objective 6 • Influencing others to ensure that more jobs offer at least a Living Wage, with greater job security and opportunities for progression. 	<p>v. Reduce Child Poverty levels , by:</p> <ul style="list-style-type: none"> • Supporting people to be good parents, helping parents share care and stay in work, minimising the adverse impacts of separation on children, and supporting children and parents’ mental health; • Giving access to high-quality, flexible and affordable childcare to parents on low incomes, allowing them to work and improving children’s pre-school development; • Ensuring all children from low-income backgrounds can succeed in school; • Ensuring all young people leave school with the support, advice, skills and confidence to move successfully into education, training or the labour market and towards independence; and • Raising and protecting family incomes so they can afford essentials, reduce stress and give children the opportunity to participate socially and educationally. Also see objectives 2, 3, 6 & 7.

Figure 17: High level actions for objective 5.

6.5.1 Why we chose this objective

The assessment of well-being tells us that more than half of our communities are amongst the most deprived in Wales,

that 1 in 5 households in Torfaen are in material deprivation [4] and that there is a greater reliance on benefits here than other parts of Wales.

The average weekly pay in Torfaen is lower than Wales, and significantly lower than the UK average. There is also a significant difference between male and female pay [5]. Compared to the Wales average, people living in Torfaen have lower levels of qualifications and skills (Office for National Statistics) [3].

Torfaen is an area increasingly affected by the UK Government's welfare reform programme, due to the number of low paid, low hour contracts and this is seeing more people in work moving into poverty. Torfaen also has a higher proportion of residents who are employed in the public sector and manufacturing.

Evidence suggests that much of the inequality and poor life circumstances experienced in our communities is preventable or its impact can be reduced. This objective involves aims to build on the existing work of the PSB on tackling poverty and the impact of changing systems of support (welfare reform) as well as employment (reducing 'in work' poverty). Approaches to preventing poverty that are targeted at two-generations, i.e. both the needs of children and their parents, have been shown to be effective, yet their implementation remains challenging and could be improved by the PSB enabling better inter-agency communication, planning, and data sharing. Additionally by working together to develop family support approaches that connect programs on parenting skills with services that target job training and by focusing our preventive approach

on developing capabilities that are common to both (such as self-reliance and self-management skills), we can enable and empower change at the individual level.

As well as the impacts to those directly affected by poverty, there are also wider social and economic well-being impacts. Poverty is linked to significant additional public spending on health, education, social care and police and criminal justice services in Wales [1].

We know that future generations are always going to have demand for the sectors that are fundamental for everyday life e.g. food, energy, care, and the environment. Supporting this and existing economic activity is important because it will help ensure our communities and local economies are more resilient against external shocks.

Over and above the jobs in this very local community & economy, it is also important that we work together in maximising potential local benefits from strategic developments and activity e.g. the new Strategic Critical Care Centre, Cardiff City Regional Deal & the Valleys Taskforce, Tidal Lagoon proposals etc.

6.5.2 Using the five ways of working

INTEGRATION - HOW OUR OBJECTIVES INTERACT



- Tackling poverty can **support healthy lifestyles** and give children the **best start in life** as we know that living in deprived communities can result in less years of life that are free from illness or disability.
- Tackling poverty can reduce tensions and support **community cohesion**.
- Tackling intergenerational patterns of poverty will support people to fulfil their educational potential, **improve local skills** and help support local **economic resilience**.
- Involving the most deprived communities in the decisions that affect them, will help to support **safer and cohesive communities**.

Also see:

Section 6.5.3 - Contribution to the well-being goals and **Appendix 6** which provides a summary of the link between our collective well-being objectives and the national well-being goals.

LONG-TERM - KEY LONG TERM TRENDS CONSIDERED FOR THIS OBJECTIVE

Demographic change	Health forecast	Climate change	Balancing land use pressures	Exiting the European Union	Rising costs of resources	Water security	Food security	Raw material security	Technological advances	Energy security
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Working with the other PSB's in Gwent we have commissioned work to develop future scenarios to help build our understanding and inform our approaches. As we work together to tackling the inter-generational patterns of poverty and developing economic resilience we will need to consider:

- Protection and management and resilience of our natural resources to ensure employment opportunities linked to the environment can be realised.
- Changes to the climate have the potential to increase inequalities within our communities.
- Direct impacts on local businesses and productivity from a changing climate e.g. flood damage to buildings, thermal comfort of workforce etc.
- Indirect impacts on local businesses and productivity from a changing climate e.g. supply chain disruption and disruption to key infrastructure.
- Identifying and pursuing new business opportunities associated with a changing climate e.g. renewable energy, tourism, recreation and agriculture.
- Identifying and pursuing new business opportunities e.g. from technological advances including robotics, 3D printing and healthcare.
- Raw material and water security and resilience to rising costs.
- Resilience to rising energy and transport costs through improved efficiency, tackling fuel poverty, encouraging active travel and use of public transport.
- Accounting for the impacts of exiting the European Union on the products and services we use in our day-to-day lives locally e.g. food, energy, social care etc.
- Maximising the benefits from future strategic developments e.g. SCCC, Circuit of Wales, Tidal Lagoon proposals etc.
- Accounting for future cyber security.
- The impact of continued austerity measures on public sector service delivery.
- Consumption patterns that show we are consuming more than our fair share of the earth's finite resources.

PREVENTION

Using a range of information to identify people at risk of poverty and providing early information and support to avoid or reduce the impacts of poverty will help break cycles of intergenerational poverty. Supporting people to break intergenerational cycles of poverty will help support their long term resilience to change and contribute to well-being.

**INVOLVEMENT**

We will work with our citizens and grass root services to reach people in poverty or at risk of poverty. Using citizen informed information will help us gain a better understanding of the issues and what helps people the most when crisis occurs so that we can develop appropriate services and support.



“I would like to volunteer using the skills I have. I can help with bid writing, supporting people into employment, also public relations and communications.”
How could you get involved? - consultation comment.

**COLLABORATION - WHO WILL BE INVOLVED IN DELIVERING OBJECTIVE 5**

- Bron Afon will support their customers to increase and manage their income and continue to work with partners to counter the worst effects of Welfare Reform on our tenants and customers
- Bron Afon Will making their homes as efficient as possible to reduce the cost of living in them.
- Bron Afon will enable their customers to access volunteering, training and jobs.
- Torfaen County Borough Council (TCBC) will use its resources, including frontline staff to support this objective. Our anti-poverty champions will lead the welfare reform group in finding workable solutions.
- Melin Homes will deploy the services of its Employment and Money Advice Teams to tackle financial exclusion, reduce in work poverty and help and support people to secure sustainable employment by improving skills and capabilities.
- Mynediad is Natural Resources Wales (NRW) scheme to promote and enable access to the Welsh Government Woodland Estate and other NRW landholdings. In 2018 we will promote this further, helping people to find out what opportunities are available to them and their communities – from social enterprises to planning successful activities and events to support local economic resilience.



- TCBC & Public Health Wales (PHW) will jointly chair and co-ordinate the Children & Young People’s Partnership Board which will develop actions to contribute to this objective.
- Aneurin Bevan Gwent Public Health Team can provide the evidence base for poverty and health and data on deprivation.
- South Wales Fire & Rescue Service (SWF&R) will improve the wellbeing of employees throughout the organisation by providing well paid jobs with good benefits, including salaried pay for on-call staff; Fire cadets who pass out receive a BTEC qualification.
- SWF&R Employability programme will support unemployed people back into work; Referral programmes for offenders provide accredited courses that can be used to find employment.
- TCBC and partners will work to reduce the employment disadvantage experienced by young people and the proportion of young people not in work, education, employment or training.

Some partners are yet to confirm their involvement and other organisations can be involved as we develop our actions.

6.5.3 Contribution to the well-being goals



Figure 18: Contribution of objective 5 to the national well-being goals.

Taking action to address local poverty and inequality will help create a more equal Wales.

People who live in deprived communities tend to have lower life expectancy and live less years of life that are free from illness or disability. Additionally children from low-income households achieve worse results at school, increasing the risk that poverty will be passed from one generation to the next ^[1].

Much economic activity is linked to the environment from forestry, fisheries, tourism and recreation to agriculture and green energy production. Maintaining and improving the quality of these resources can help support local economic resilience.

Improving life opportunities for all people, allowing them to fulfil their potential will help support economic well-being and create a more equal Torfaen. Involving the most deprived communities in the decisions that affect them, and in local service delivery, will help to promote cohesion. Having work can has a positive impact on an individuals health.

There is a strong relationship between health-harming behaviour and deprivation and the life circumstances that go

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with it, meaning that rates are higher in areas of higher multiple deprivation. Taking action to address poverty will help create a society in which people's physical and mental well-being is maximised.

Parks and other forms of public greenspace/green infrastructure positively impact on well-being. Physical and mental health can be supported by providing equitable access to green space.

6.6 Objective 6 - improve local skills through work-force planning, training, apprenticeships, and volunteering opportunities.

Explore In the short-term where we expect to make achievement in the first 5 years.	Realise In the medium-term where we expect to make achievements over 10 years	Transform In the long-term where we expect to make achievements over 10 to 15 years and beyond.
<ul style="list-style-type: none"> i. Organise ourselves to maximise the well-being benefits from regional and local economic development opportunities. ii. Identify opportunities to develop and support the local foundational economy by: <ul style="list-style-type: none"> • Utilizing existing research data (such as but not exclusively LSKIP Regional Skills Plan). • Undertaking research into the future labour market need with a focus on supporting the foundational economy where this data doesn't already exist. iii. Work with our citizens to improve skills and training by supporting opportunities to earn and learn, apprenticeships and volunteering. iv. Work with Welsh Government to identify post Brexit resources to support this agenda 	<ul style="list-style-type: none"> v. Fully engage with, shape and exploit opportunities for citizens arising from the Cardiff City Regional Deal and Valleys Taskforce. These include: <ul style="list-style-type: none"> • Life sciences park and The Grange University Hospital • Strategic employment sites • Transport infrastructure improvements • Town centre employment sites • Residential-led mixed use developments. vi. Support citizens to engage in work based learning through all-age apprenticeships. vii. Enable citizens and businesses to develop the necessary skills, networks and connections they need to support wider well-being in Torfaen. 	<ul style="list-style-type: none"> viii. Build our understanding the future skill requirements of businesses and respond accordingly. ix. Torfaen's residents have improved levels of skills and qualifications to take advantage of local and regional employment opportunities.

Figure 19: High level actions for objective 6.

6.6.1 Why we chose this objective

The assessment of well-being tells us Torfaen has higher levels than the Wales average of people with lower levels of qualifications and skills. Torfaen has high numbers of low hour, low pay jobs and many people have low aspirations.

Working together to improve people's skills, address the skill requirements of local business will not only improve people's life chances and employment opportunities, but will also make Torfaen a more attractive place to do business.

Targeted work with families and individuals, will help promote the aspiration to work, where this may not be seen as a realistic goal.

Interventions to promote progression within employment to higher paid jobs will help address the growing incidence of in-work poverty.

We know that future generations are always going to have need for the range of sectors that fall within the foundational economy as they are fundamental to everyday life i.e. food, energy, care, and the environment etc.

In the future technological advances will likely change what people will be doing for employment, and this will present important opportunities to support and strengthen our local economies across Torfaen. We need to build our collective understanding to make the most of these opportunities.

It is also important that we work together to maximising the benefits for Torfaen from strategic developments and activity e.g. Cardiff City Regional Deal, the Valleys Taskforce and the perhaps Tidal Lagoon proposals. In particular the new hospital and life sciences park being built at Llanfrechfa (the Grange University Hospital) offers significant opportunities to increase skills and create employment for local people.

6.6.2 Using the five ways of working

INTEGRATION - HOW OUR OBJECTIVES INTERACT



- Improving skills, especially for the most deprived sections of our community will help **tackle poverty and develop economic resilience**.

- Improving educational outcomes and the range of skills within communities, especially for young people from low income families will help **tackle poverty and develop economic resilience**.
- Learning new skills, volunteering and accessing employment can **support healthy lifestyles** by having a positive impact on physical and mental well-being.
- Improving skills can provide local opportunities for work and volunteering related to the natural environment and de-carbonisation, that can support the resilience of the natural environment (**healthy and functional natural areas**) and tackling **climate change**.
- Improving skills can alleviate issues of **poverty** which in turn can reduce tensions and support **community cohesion**.
- Connect programs on parenting skills with services that target job training and by focusing our preventive approach on developing capabilities that are common to both (such as self-reliance and self-management skills), support children to get the **best start in life**.

Also see:

Section 6.6.3 - Contribution to the well-being goals and **Appendix 6** which provides a summary of the link between our collective well-being objectives and the national well-being goals.

LONG-TERM - KEY LONG TERM TRENDS CONSIDERED FOR THIS OBJECTIVE

Demographic change	Health forecast	Climate change	Balancing land use pressures	Exiting the European Union	Rising costs of resources	Water security	Food security	Raw material security	Technological advances	Energy security
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Working with the other PSB's in Gwent we have commissioned work to develop future scenarios to help build our understanding and inform our approaches. As we work together to improve local skills through work-force planning, training, apprenticeships, and volunteering opportunities we will need to consider:

- Future demographic and social changes e.g. the numbers of older people in the workforce increasing.
- The impact of exiting the European Union e.g. on access to labour and sources of funding to support apprenticeships and other training.
- Training and skill requirements associated with strategic developments e.g. the new University Hospital, Circuit of Wales, Tidal Lagoon proposals etc.
- The skills required to support the local foundational economy.
- Accounting for current and future cyber security.
- Skill requirements associated with new business opportunities linked to a changing climate e.g. renewable energy, tourism, recreation and agriculture.
- Forecasting future education and skills needs and engaging with providers to ensure these are communicated and met.
- Supporting technological advances and the new skills required including related to robotics, 3D printing and healthcare.

PREVENTION

Taking early action to break cycles of low aspirations and unemployment will help improve personal situations and the local / regional economy.



Graduates are the next generation of employees. Provision of local graduate employment opportunities will raise the aspirations of local people, improve earning potential and keep money within the local economy. This in turn will increase demand for local goods and services which will create opportunities for more local business and opportunities to provide more employment.

Using a range of information to identify people at risk of poverty and providing early information and support to avoid or reduce the impacts of poverty will help break cycles of intergenerational poverty. Supporting people to break intergenerational cycles of poverty will help support their long term resilience to change and contribute to well-being.

INVOLVEMENT

We will involve our citizens and work with businesses to ensure we understand what matters to them and that their current and future skill requirements are supported.



"I would like to volunteer more in my community. It would be good if there was some kind of event or workshop or even an on-line tool to help me identify my skills and how I could use them to volunteer (what sort of volunteer roles there are). Also more 'taster' days so I can try out different forms of volunteering. I'd like to know more about what is happening in my community."

How could you get involved? - Consultation comment



COLLABORATION - WHO WILL BE INVOLVED IN DELIVERING OBJECTIVE 6

- Local partnerships between the Council, Department Works & Pensions (DWP), Careers Wales, Further Education and Higher Education institutions and businesses will help focus a coordinated approach to matching the employment opportunities with the skills and qualifications needed and ensure that local people are supported to achieve the skills and qualification required to enter and progress in the labour market.
- Melin Homes will maximise the opportunities for sustainable employment and improve local skills through in work placements, training and volunteering. In addition through Y Prentis our shared apprenticeship scheme we will increase the number of apprenticeships being offered locally.
- Melin Homes will also work in partnership to maximise the opportunities that arise as part of the City Deal and Valleys Task Force.
- Bron Afon will enable their customers to access volunteering, training and jobs.



- Links will be made to the Valleys Task Force through Torfaen County Borough Council (TCBC) who are coordinating Valley’s task force activity related to higher and further education in Torfaen.
- Links will be made to the Cardiff Capital Region City Deal through TCBC (who will play a part in local delivery) to the soon to be established Cardiff Capital Region Skills and Employment Board.
- TCBC & Public Health Wales (PHW) will jointly chair and co-ordinate the Children & Young People’s Partnership Board which will develop actions to contribute to this objective.
- Natural Resources Wales (NRW) will launch its national Cyfle placement scheme in 2018 to promote opportunities for apprenticeships, work placements and volunteering.
- South Wales Fire & Rescue Service (SWF&R) Employability programme will support unemployed people back into work; Referral programmes (for offenders or people at risk of offending) will provide accredited courses that can be used to find employment.
- SWF&R will share information with other organisations to support opportunities for learning, training, employment and volunteering.
- SWF&R will work with partners to reduce incidence of road traffic collisions.
- SWF&R Volunteer scheme will train champions to carry out home safety checks.
- TCBC and partners will reduce the employment disadvantage experienced by young people and the proportion of young people not in work, education, employment or training.
- TCBC will work to reduce the economic disadvantage and poverty faced by many disabled people as a result of reduced access to the opportunity for work and insufficient welfare support.
- TCBC will establish equality for all learners, whether this is in schools, the community or within the workplace.

Some partners are yet to confirm their involvement and other organisations can be involved as we develop our actions.

6.6.3 Contribution to the well-being goals



Figure 20: Contribution of objective 6 to the national well-being goals.

Volunteering and learning new skills can be a route to work. Addressing the skill requirements of local businesses will support a thriving economy.

Having a wide range of skills and employment opportunities within communities helps make them more resilient and cohesive. Volunteering can better connect people and communities.

Volunteering opportunities, especially those related to improving the resilience of the natural environment can also contribute a globally responsible Torfaen.

Improving skills can improve the life chances for people with protected characteristics and for young people from low income households.

Accessing employment has a positive impact on health. Volunteering can improve feelings of self-esteem and support physical and mental well-being. Adopting healthy lifestyles and improving life opportunities for all people supports them to fulfil their potential and become a productive part of the economy.

Supporting the foundational economy will help ensure people have access to the everyday services they rely on such as care provision which will support a healthier Torfaen.

Many skilled jobs are linked to natural resources and there are many opportunities to improve local skills through the environment especially in relation to land management, forestry, fisheries, tourism and recreation and, green energy production.

The arts and cultural activities can provide opportunities for people to learn new skills and expertise. Supporting people to learn and use the Welsh language will open up employment opportunities.

6.7 Objective 7 - create safe, confident communities and promote community cohesion.

Explore In the short-term where we expect to make achievement in the first 5 years.	Realise In the medium-term where we expect to make achievements over 10 years	Transform In the long-term where we expect to make achievements over 10 to 15 years and beyond.
<ul style="list-style-type: none"> i. Community Mapping - Develop an understanding of the demographic and diverse composition of our local communities by mapping religious, ethnic, socio-economic and protected characteristics. ii. Identify and progress innovative and tested partnership initiatives that focus on early interventions to address crime and anti-social behaviour. iii. Working with partners in the development and implementation of initiatives to support and protect our most vulnerable groups. 	<ul style="list-style-type: none"> iv. As a partnership, involve the community to allow people to feel empowered and informed in order to deal with localised community safety. 	<ul style="list-style-type: none"> v. Deliver a responsive and effective partnership service to meet the relevant needs and requirements of individual communities in order to reduce the fear of crime and disorder.

Figure 21: High level actions for objective 7.

6.7.1 Why we chose this objective

The assessment tells us that our citizens want to feel safe in their communities, want people to get along, have good community spirit and be more involved in local activities.

Feeling safe supports positive mental and physical well-being and helps people to get along together. Unless people feel safe in their homes and their communities they will not have the confidence or desire to participate in community life. By

working together we can enable all parts of the community to get involved in shaping their communities.

Community cohesion can only be achieved through practical support across a broad range of policy and service delivery. In acknowledgement of this, we will develop a range of initiatives targeted towards learning, communication and inclusion that

advances equality of opportunity as well as promoting good relations between communities.

6.7.2 Using the five ways of working

INTEGRATION - HOW OUR OBJECTIVES INTERACT:



- By tackling wider crime and community safety concerns via tackling perpetrator behaviour we will be supporting the **tackle poverty & develop economic resilience objective** (for example, areas with lower crime levels have a stronger foundational economy).
- Addressing intergenerational offending will empower children to resist offending and secure healthier more economically active futures. Additionally, Safer Communities will encourage inward economic investments
- By tackling loneliness and social isolation (for example, addressing older adult loneliness and supporting individuals who are vulnerable to recruitment, or have already been recruited by violent extremists) we will be supporting the **healthy lifestyles and aging well objective**.
- By tackling environmental crimes (for example, addressing illegal off roading and wildfires in the uplands, we will help conserve the landscape and natural resources) we will be supporting the **functional connected network of natural areas objective**.
- By tackling intolerances and promoting good relations via learning and communications initiatives (for example, working in collaboration with schools to address prejudices and intolerances) we will be supporting the **best start in life and improving local skills objectives**.
- By promoting equality and cohesion we will be supporting the **tackle poverty and develop economic resilience objective** (for example, there are clear links between low cohesion and the experience of poverty and deprivation, with lower levels of integration being aligned with greater poverty, tackling one can influence the other).
- Creating safe, confident and cohesive communities will support people to **adopt healthy lifestyles and to age well**.

Also see:

Section 6.7.3 - Contribution to the well-being goals and **Appendix 6** which provides a summary of the link between our collective well-being objectives and the national well-being goals.

LONG-TERM - KEY LONG TERM TRENDS CONSIDERED FOR THIS OBJECTIVE

Demographic change	Health forecast	Climate change	Balancing land use pressures	Exiting the European Union	Rising costs of resources	Water security	Food security	Raw material security	Technological advances	Energy security
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The nature of crime is changing rapidly and will continue to do so over time and public services need to be flexible enough to adapt to those changes. Working with the other PSB's in Gwent we have commissioned work to develop future scenarios to help build our understanding and inform our approaches. As we work together to create safe, confident communities and promote community cohesion we will need to consider:

- Future demographic and social changes i.e. the number of older people in Torfaen will continue to rise in the next 20 - 25 years and communities will need to meet their needs. Failure to tackle social isolation can impact individual/community mental health and physical well-being.
- The impact of exiting the European Union on people getting on well together.
- Accounting for current and future cyber security.
- Resilience of our communities to a changing climate.
- Changing patterns of international migration that may result from a changing climate could result in new challenges for our communities and service delivery.
- The impact of land use pressures on community cohesion.
- Food, water, energy security and resilience to rising costs.
- Resilience of natural resources so all parts of our communities are able to benefit from access to greenspace, particular where people may perceive they are competing for scarce resources.

PREVENTION

Taking action now to break behavioural cycles and start to work with communities will lead to better understanding and tolerance between people and will improve the safety and cohesion of our communities over time. This will be achieved by:



- Identifying and progressing innovative and tested partnership initiatives that focus on early interventions to address crime and anti-social behaviour and causes of offending behaviour.
- Taking action to prevent crime and anti-social behaviour by working in partnership across public services and with the community.

- Reducing re-offending in Gwent and using the most appropriate outcome to deal with people who offend.

INVOLVEMENT

Working with our citizens to seek and implement solutions will help to build community cohesion and community pride.



“Individuals should be encouraged to get to know their neighbours which in turn will support better cohesion and additional support to those who are socially isolated.”

What can communities, individuals, businesses or other organisations do to help? - consultation comment.



COLLABORATION- WHO WILL BE INVOLVED IN DELIVERING OBJECTIVE 7

- Gwent Police and Torfaen County Borough Council (TCBC) will lead partners in developing responses and actions to deliver on this objective.
- TCBC and Gwent Police will work with Connect Gwent (Victim Support) to increase the reporting of hate crimes and hate incidents and to offer support to victims of these offences.
- Natural Resources Wales (NRW) will provide information on where anti-social behaviour and crime is having an impact on natural resources.
- Bron Afon will tackle anti-social behaviour robustly, quickly and fairly, help create a sense of pride in where we live and work and work with others to improve our neighbourhoods.
- TCBC & Public Health Wales (PHW) will jointly chair and co-ordinate the Children & Young People’s Partnership Board which will develop actions to contribute to this objective.
- South Wales Fire & Rescue Service (SWF&R) will carry out home safety visits which include advice on smoking cessation, carbon monoxide and crime prevention, targeted at the most vulnerable.
- SWF&R will work in partnership with Gwent Police to identify fire setters & anti-social behaviour – linked to referral programmes such as the Phoenix Programme.
- SWF&R will work with partner organisations to reduce incidence of road traffic collision; and will support water safety works including preventing (and tackling) flooding.
- SWF&R will operate seasonal initiatives such as BANG – to improve safety on bonfire night.

Some partners are yet to confirm their involvement and other organisations can be involved as we develop our actions.



6.7.3 Contribution to the well-being goals



Figure 22: Contribution of objective 7 to the national well-being goals.

Having a safe and confident population will support people taking a pride in their area and so make it attractive to investors and visitors. Reducing the impact of crime and anti-social behaviour on local businesses will support the local economy.

Enabling all parts of the community to get involved in place making and local decisions will help support greater equality.

Taking action to improve relations between individuals and communities and to eliminate unlawful discrimination, harassment, victimisation will help to support a more equal Torfaen. Supporting diverse groups of people (including those of different cultures and ethnicity) to get on well together is important for well-being and will help promote global responsibility.

Encouraging people to participate in the arts, sport and recreation will promote community cohesion and can reduce anti-social behaviour.

Introducing measures to tackle crime, anti-social activity and to improve safety will support greater cohesion in our communities. Improving feelings of safety will help support people's mental and physical well-being e.g. people will feel able to enjoy the outdoors to walk, run, cycle and take part in other activities that keep them healthy.

Enabling people to enjoy their community and wider open spaces of Torfaen without fear for their own safety or that of their family will contribute to a safer, more cohesive Torfaen. Improving road safety will have a direct impact on physical well-being. Safer roads will allow more people to realise the health benefits of active travel.

There are strong links between safety, healthy lifestyles and building the economy.

Increasing opportunities for people to use the Welsh language in the places they live and work will help create more cohesive communities.

Taking action to prevent illegal off-roading and wildfires in the uplands can help conserve the landscape and natural resources for present and future generations.

7.0 EVALUATING AND MONITORING

This Plan looks at improving well-being over the longer term, dealing with complex issues that requires all partners of the PSB to work together, and with other public bodies and private organisations. Measuring and evaluating performance needs to allow for annual progress reporting and some short-term indicators, however, much of the work will take place over many years. This requires the right information to be tracked and used consistently to provide the PSB and the public with information on what is working well, what is working not so well and where changes to activities or strategic direction is required to achieve better well-being for the places and people of Torfaen.

Welsh Government has published a set of national well-being indicators to help measure the nation's progress towards improving well-being. These indicators were not intended to be used to measure the performance of individual organisations, never-the-less, where local relevant data is available, the PSB will use them to help measure progress against its well-being objectives.

A pilot across the five PSBs in Gwent, to develop a regional Thriving Places Index, identifies 62 locally available indicators taken from a range of current open data sources including

Stats Wales, the Office of National Statistics and the Welsh Index of Multiple Deprivation. We will also use these to help measure our progress in the round.

Appendix 7 sets out relevant national indicators that we will use to help measure progress against our well-being objectives.

PSB members will sponsor areas of activity under the well-being objectives and receive progress reports from lead officers. Where there are blockages or concerns, the sponsor will discuss with the whole PSB to identify appropriate action.

The PSB Overview & Scrutiny Committee will review the objectives and progress on the activities at least once a year as part of the annual reporting process.

The PSB will approve annual reports and publish them on the PSB website each autumn from 2019 onwards.

Welsh Government and the Future Generations Commissioner each have a role in monitoring PSB activity and outcomes. This will mainly be done through reviewing annual reports but also through engagement with PSBs on particular areas of well-being plans, through national events and two-way dialogue with PSBs, support officers, other public bodies and surveys of our populations.

The Wales Audit Office (WAO) has a duty under the Act to audit each of the 44 public bodies in Wales on their response

and activities to the legislation. Whilst PSBs are not subject to auditing by the WAO, Torfaen PSB is participating in a voluntary pilot so the WAO can understand what and how individual bodies are contributing to the PSB agenda and what and how the PSB agenda is contributing to corporate work within each organisation. This pilot will help Torfaen PSB in developing our work programmes, especially in relation to **how** we work together.

8.0 NEXT STEPS

Figure 23 sets out the PSB's well-being planning cycle.

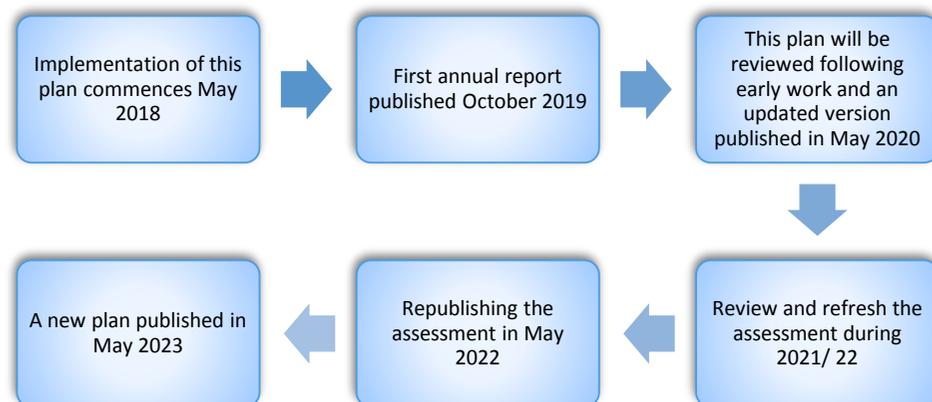


Figure 23: PSB well-being planning cycle.

... and finally

Thank you for taking an interest in our plan to improve well-being in Torfaen. We have worked with people and businesses across our communities to develop the plan and we thank all those who gave us their time, thoughts and ideas at meetings, in answering surveys, attending road shows, engagement and consultation events.

We would like to thank the officers across all our partners who have provided information and contributed to the content. This is a partnership plan and will involve all our public services and communities to work together to carry out the areas for action set out in this plan. Only together can we realise our vision.

If you have any comments or queries you can contact the PSB support team at:

Public Services Support Unit,
Torfaen County Borough Council, Civic Centre, Pontypool
NP4 6YB
Email: pssu@torfaen.gov.uk

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APPENDICES

Appendix 1 – Links between organisational well-being objectives and the PSB’s well-being objectives.

Appendix 2 – Description of connected plans and strategies.

Appendix 3 – Analysis of summer 2017 engagement activities.

Appendix 4 – Analysis of autumn consultation responses on the draft plan.

Appendix 5 – Future Generations Framework for Service Design.

Appendix 6 - Summary of the link between our collective well-being objectives and the national well-being goals.

Appendix 7 - Relevant national indicators that we will use to help measure progress against our well-being objectives.

TORFAEN PSB WELL-BEING PLAN 2018 -23: APPENDIX 1

Making the connections between the PSB's well-being objectives and individual organisational well-being objectives (where applicable)							
	Functional, connected network of natural areas	Respond to the impacts of climate change	Best start in life	Support healthy lifestyles and aging well	Tackle poverty & develop economic resilience	Improve local skills	Safe, confident & cohesive communities
Torfaen County Borough Council	Street-scene area based working.			Redesign of adult services.		Reviewing post 16 education in Torfaen.	
Natural Resources Wales	Champion the Welsh environment and the sustainable management of Wales' natural resources.	Champion the Welsh environment and the sustainable management of Wales' natural resources.		Help people live healthier and more fulfilled lives.	Promote successful and responsible business, using natural resources without damaging them.		
	Ensure land and water in Wales is managed sustainably and in an integrated way.	Reduce the risk to people and communities from environmental hazards like flooding and pollution.					
	Improve the resilience and quality of our ecosystems.						
Welsh Government	Manage, use and enhance Wales' natural resources to support longterm well-being.	Support the transition to a low carbon and climate resilient society.	Create conditions to give every child the best start in life.	Help people live healthy and independent lives and support a healthy workforce.	Foster conditions for sustainable economic development and employment, whilst stimulating innovation and growth for a modern low carbon economy.	Improve prosperity for all across Wales, helping people into employment and sustaining jobs.	Support safe, cohesive and resilient communities.
					Improve education outcomes for all and reduce the gap in outcomes for different groups.	Create the conditions for people to learn and use the Welsh language with their families, in their communities and in the workplace.	
SW Fire & Rescue							Reduce risk (fire)
Gwent Police	Tacking Anti-Social Behaviour						Crime Prevention
							Supporting Victims
							Community Cohesion
							Tacking Anti-Social Behaviour

TORFAEN PSB WELL-BEING PLAN 2018 -23: APPENDIX 1

ABUHB		Reduce our negative environmental impact through a responsible capital building programme and a sustainable approach to the provision of building services including; carbon and waste management, undertaking procurement on a whole lifecycle cost basis and supportive of local sourcing, promoting sustainable and active travel and, advocating improvements in environmental health.	Support every parent expecting a child and give every child in Gwent support to ensure the best start in life.	Support adults and children in Gwent to live healthily and to age well, so that they can retain independence and enjoy a high quality of life in to old age. Promote mental well-being as a foundation for health, building personal and community resilience.			
PHW	Maximise the potential of our natural and cultural resources to promote physical and mental well-being and contribute to a low carbon, environmentally resilient Wales.	Maximise the potential of our natural and cultural resources to promote physical and mental well-being and contribute to a low carbon, environmentally resilient Wales.	Give our children the best start in life including opportunities to grow, play and learn in a healthy and safe environment.	Build capacity and support system change, to protect and improve health and reduce inequalities. Influence policy, planning and design to create sustainable, culturally thriving and cohesive communities, to tackle the wider determinants of health and to break to cycle of poverty and disadvantage.	Influence policy, planning and design to create sustainable, culturally thriving and cohesive communities, to tackle the wider determinants of health and to break to cycle of poverty and disadvantage.		Influence policy, planning and design to create sustainable, culturally thriving and cohesive communities, to tackle the wider determinants of health and to break to cycle of poverty and disadvantage.

TORFAEN PSB WELL-BEING PLAN 2018 -23: APPENDIX 2

Wellbeing Objective	National	Regional	Local
1. Functional, connected network of natural areas	<p style="text-align: center;">Welsh Government: Prosperity for All</p> <p>The key theme of 'healthy and active' and the objective 'to build healthier communities and better environments' will support activity in Torfaen.</p>	<p style="text-align: center;">Natural Resources Wales: Area Statements</p> <p>The statement covering Torfaen will provide evidence and areas for action that will support us in delivering on this objective.</p>	<p style="text-align: center;">Torfaen Strategic Planning: Local Development Plan</p> <p>Providing a means of identifying, engaging and tackling issues, this is the basis for land use by which planning applications will be determined. The plan gives a clear indication of where development will be encouraged and where it will be resisted and identifies opportunities for continuing investment and regeneration including the provision of new homes (including affordable homes), business development and jobs, community facilities and transport infrastructure; whilst at the same time protecting Torfaen's natural, built and historic environment.</p>
		<p style="text-align: center;">Gwent Strategic Assessment Group</p> <p>Comprising support officers to the five Gwent public services boards the group has shared information and approaches to well-being assessments and the emerging issues, leading into looking at common themes and possibilities for work to be tackled at a Gwent level as we seek to avoid duplication where we can. As well as sharing information and providing mutual support on the assessments and plans, the group has been able to draw down regional funding to support projects such as data development, a pilot for Happy Communities and, Future Scenarios. As well as joining up any local and regional work on this objective, the Happy Communities pilot will support how we develop our measures of well-being and the Future scenario work will support our developing work programme.</p>	<p style="text-align: center;">Torfaen Local Flood Risk Management Strategy</p> <p>Reflecting the national objectives in flood risk management, the local plan aims to: Reduce the impacts on individuals, communities businesses and the environment; Raise awareness of and engage people in the response to flood and coastal erosion risk; Provide an effective and sustained response to flood and coastal erosion events; Prioritising investment in communities most at risk.</p> <p style="text-align: center;">This will support PSB activity on this objective to enhance the natural environment.</p>

TORFAEN PSB WELL-BEING PLAN 2018 -23: APPENDIX 2

			<p style="text-align: center;">Torfaen Economy and Enterprise Strategy</p> <p>The Strategy provides a framework for economic development and regeneration activities across Torfaen and aims to work with a range of stakeholders across all sectors to:</p> <ul style="list-style-type: none"> • Deliver an entrepreneurial and business growth environment <ul style="list-style-type: none"> • Deliver a “digital” valley • Support training to equip our workforce • Provide citizen-centered activity responding to the needs of the information society <ul style="list-style-type: none"> • Introduce technology into the delivery of Public Services • Support infrastructure that effectively supports and enables inclusion, innovation and service enhancement* Ensuring that physical assets and infrastructure enhance the environment and improve economic development opportunities
			<p style="text-align: center;">Local Regeneration Plans for Blaenavon, Pontypool and Cwmbran</p> <p>These plans set out areas for renovation, regeneration and development with specific projects to achieve improvements to places, local economies and overall well-being. In turn these plans interconnect with regional and national plans such as City Deal and Valleys Task Force, as well as with the Torfaen Local Development Plan and Economic & Enterprise Strategy</p>
2. Respond to impacts of climate change	<p style="text-align: center;">Welsh Government: Prosperity for All</p> <p>The key theme of 'prosperous & secure' and objective 'to drive sustainable growth and combat climate change' will support activity in Torfaen.</p>	<p style="text-align: center;">Natural Resources Wales: Area Statements</p> <p>The statement covering Torfaen will provide evidence and areas for action that will support us in delivering on this objective.</p>	<p style="text-align: center;">Torfaen Strategic Planning: Local Development Plan</p> <p>Providing a means of identifying, engaging and tackling issues, this is the basis for land use by which planning applications will be determined. The plan gives a clear indication of where development will be encouraged and where it will be resisted and identifies opportunities for continuing investment and regeneration including the provision of new homes (including affordable homes), business development and jobs, community facilities and transport infrastructure; whilst at the same time protecting Torfaen's natural, built and historic environment.</p>
		<p style="text-align: center;">Gwent Strategic Assessment Group</p> <p>Comprising support officers to the five Gwent public services boards the group has shared information and approaches to well-being assessments and the emerging issues, leading into looking at common themes and possibilities for work to be tackled at a</p>	<p style="text-align: center;">Torfaen Local Flood Risk Management Strategy</p> <p>Reflecting the national objectives in flood risk management, the local plan aims to: Reduce the impacts on individuals, communities businesses and the environment; Raise awareness of and engage people in the response to flood and coastal erosion risk; Provide an effective and sustained response to flood</p>

TORFAEN PSB WELL-BEING PLAN 2018 -23: APPENDIX 2

		<p>Gwent level as we seek to avoid duplication where we can. As well as sharing information and providing mutual support on the assessments and plans, the group has been able to draw down regional funding to support projects such as data development, a pilot for Happy Communities and, Future Scenarios. As well as joining up any local and regional work on this objective, the Happy Communities pilot will support how we develop our measures of well-being and the Future scenario work will support our developing work programme.</p>	<p>and coastal erosion events; Prioritising investment in communities most at risk. This will support PSB activity on this objective to tackle climate change.</p>
3. Best start in life	<p>Welsh Government: Prosperity for All The key theme of 'ambitious & learning', the 'early years priority' and objective 'to promote good health and well-being for everyone' will support activity in Torfaen to give children a best start in life. The other objectives of this national strategy will also support local work with our children and young people from pre-birth through to adulthood.</p>	<p>Gwent Regional Partnership Board: Area Plan This plan sets out the areas for action that health and social care will be leading on, with support from other partners. The RPB will lead the work and will be the delivery arm for some of the PSB activity on this objective, reporting to the PSB on progress. Some of the work will contribute to other areas of local activity being directly lead by the PSB.</p>	<p>Children & Young People’s Improvement Board: Currently this Board oversees the improvement of educational attainment and will soon widen its reach to improve wellbeing and positive outcomes for all children and young people. Activity will strongly connect to this PSB objective and the CYPIB will be tasked with delivering on some aspects once the detail has been set out by the PSB.</p>
		<p>Gwent Education Achievement Service Designed to raise education standards in South East Wales the EAS works closely with Torfaen's Chief Officer for Education, our schools and support services.</p>	<p>Education: 21st Century Schools This programme is a major, long-term and strategic capital investment programme with the aim of creating a generation of 21st Century Schools in Wales. Torfaen is investing £280m to create schools of the right type and size in the right place. Improving the school sites and facilities supports delivery of the curriculum and facilities that can be used by the community to improve wider well-being, so supporting this PSB objective.</p>
		<p>Gwent Childhood Obesity Strategy Activity to reduce the number of overweight and obese children will support this PSB objective. Children with a healthier weight are more likely to have a better quality of life, achieve better at school, less likely to be bullied and will impact on their adult life on lifelong learning, ability to work and age well.</p>	<p>Torfaen Strategic Planning: Local Development Plan Providing a means of identifying, engaging and tackling issues, this is the basis for land use by which planning applications will be determined. The plan gives a clear indication of where development will be encouraged and where it will be resisted and identifies opportunities for continuing investment and regeneration including the provision of new homes (including affordable homes), business development and jobs, community facilities and transport</p>

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			infrastructure; whilst at the same time protecting Torfaen's natural, built and historic environment. The LDP is therefore a crucial part of PSB work on this objective.
		<p>Gwent Strategic Assessment Group</p> <p>Comprising support officers to the five Gwent public services boards the group has shared information and approaches to well-being assessments and the emerging issues, leading into looking at common themes and possibilities for work to be tackled at a Gwent level as we seek to avoid duplication where we can. As well as sharing information and providing mutual support on the assessments and plans, the group has been able to draw down regional funding to support projects such as data development, a pilot for Happy Communities and, Future Scenarios. As well as joining up any local and regional work on this objective, the Happy Communities pilot will support how we develop our measures of well-being and the Future scenario work will support our developing work programme.</p>	<p>Torfaen Economy and Enterprise Strategy</p> <p>The Strategy provides a framework for economic development and regeneration activities across Torfaen and aims to work with a range of stakeholders across all sectors to:</p> <ul style="list-style-type: none"> • Deliver an entrepreneurial and business growth environment <ul style="list-style-type: none"> • Deliver a “digital” valley • Support training to equip our workforce • Provide citizen-centered activity responding to the needs of the information society <ul style="list-style-type: none"> • Introduce technology into the delivery of Public Services • Support infrastructure that effectively supports and enables inclusion, innovation and service enhancement* Ensuring that physical assets and infrastructure enhance the environment and improve economic development opportunities
			<p>Local Regeneration Plans for Blaenavon, Pontypool and Cwmbran</p> <p>These plans set out areas for renovation, regeneration and development with specific projects to achieve improvements to places, local economies and overall well-being. In turn these plans interconnect with regional and national plans such as City Deal and Valleys Task Force, as well as with the Torfaen Local Development Plan and Economic & Enterprise Strategy</p>
<p>4.Supporting healthy lifestyles and ageing well</p>	<p>Welsh Government: Prosperity for All</p> <p>The key theme of 'healthy and active' and its objectives will specifically support this Torfaen objective but all aspects of this national strategy will support local work for people to be skilled, in employment,</p>	<p>Gwent Regional Partnership Board: Area Plan</p> <p>This plan sets out the areas for action that health and social care will be leading on, with support from other partners. The RPB will lead the work and will be the delivery arm for some of the PSB activity on this objective, reporting to the PSB on progress. Some of the work will contribute to other areas of</p>	<p>Torfaen Welfare Reform Project Group: Financial Inclusion Strategy</p> <p>Whilst we cannot change UK policy, this project group is working to build coping mechanisms and resilience to change for families and affected households to better manage reductions in income and the wider impacts on their well-being. The Financial Inclusion strategy sets out local activities. In conjunction with promoting financial skills and streamlining access to services, this strategy also focuses on ways to maximise income, encourage households</p>

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	<p>safe and secure communities, good environment, etc.</p>	<p>local activity being directly lead by the PSB. The Area Plan covers the following themes - Children & Young People; Older People, including People with Dementia; Health & Physical Disabilities; Mental Health; Learning Disabilities; Sensory Loss & Impairment; Carers; Violence Against Women, Domestic Abuse & Sexual Violence; Autism</p>	<p>to be more active consumers and take better responsibility for their money. This supports people in adopting and maintaining healthy lifestyles and contributes to financial stability in ageing.</p>
		<p>Aneurin Bevan University Health Board: Integrated Medium Term Plan This plan aims to establish health and social care services that give equal access and quality of delivery across Gwent. By increasing the pace of change and integration the plan will transform services by developing new models, underpinned by the principles of prudent healthcare and the Social Services and Wellbeing Act. Work by the Health Board, along with social care services will contribute to this PSB objective.</p>	<p>Torfaen Strategic Planning: Local Development Plan Providing a means of identifying, engaging and tackling issues, this is the basis for land use by which planning applications will be determined. The plan gives a clear indication of where development will be encouraged and where it will be resisted and identifies opportunities for continuing investment and regeneration including the provision of new homes (including affordable homes), business development and jobs, community facilities and transport infrastructure; whilst at the same time protecting Torfaen's natural, built and historic environment. The LDP is therefore a crucial part of PSB work on this objective.</p>
		<p>Aneurin Bevan University Health Board: Clinical Futures strategy A three year programme will focus on transforming services, moving them from a hospital to a community setting by developing new models of locally based care. The emphasis will be on services working together with patients to maximise self-management and decision making to ensure the appropriate support from a skilled, multi-agency workforce which will make full use of the wider primary care team. Neighbourhood Care Networks (bringing health, social care and other public and community services together to deliver a range of place based support) are a key part to this work, along with the Care Closer to Home strategy which seeks to develop more community based services to</p>	<p>Torfaen Strategy for Older People & Ageing Well Plan Activity within the Older People plan includes developing age friendly communities so people can get around their environment better and feel supported (including access to transport, public toilets, community and health amenities) ; dementia friendly communities so people with dementia and their carers are welcomed and can interact in local communities; information, advice and support to aid lifelong learning and being able to work for as long as one wishes to; for affordable housing (including fuel, running and maintenance); for healthy living to reduce falls in older age and reduce the onset of chronic conditions or better manage such conditions; reducing loneliness and isolation. This work complements health and social care activity and developments within the Area Plan. Altogether the Area Plan and the Older People's plan will deliver on this PSB objective.</p>

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		reduce admission to hospital or support earlier discharge.	
		<p>Gwent Childhood Obesity Strategy</p> <p>Activity to reduce the number of overweight and obese children will support this PSB objective as work begins pre-conception, during pregnancy and throughout parenthood. This will impact on adult health and well-being as well as improving childrens well-being. Action within families will support adult life around lifelong learning, ability to work and age well.</p>	<p>Torfaen Strategic Housing Forum: Local Housing Strategy</p> <p>This plan aims to ensure a good supply of affordable housing to meet people's needs, reducing homelessness, helping people to maintain their homes, helping them to manage in their homes by ensuring they have enough support etc. and working to maximise opportunities to deliver more homes in the borough (through better utilisation of existing stock or by developing new). Housing and affordability of housing, is a strong element of well-being for this objective.</p>
		<p>Gwent Strategic Assessment Group</p> <p>Comprising support officers to the five Gwent public services boards the group has shared information and approaches to well-being assessments and the emerging issues, leading into looking at common themes and possibilities for work to be tackled at a Gwent level as we seek to avoid duplication where we can. As well as sharing information and providing mutual support on the assessments and plans, the group has been able to draw down regional funding to support projects such as data development, a pilot for Happy Communities and, Future Scenarios. As well as joining up any local and regional work on this objective, the Happy Communities pilot will support how we develop our measures of well-being and the Future scenario work will support our developing work programme.</p>	<p>Torfaen Economy and Enterprise Strategy</p> <p>The Strategy provides a framework for economic development and regeneration activities across Torfaen and aims to work with a range of stakeholders across all sectors to:</p> <ul style="list-style-type: none"> • Deliver an entrepreneurial and business growth environment <ul style="list-style-type: none"> • Deliver a "digital" valley • Support training to equip our workforce • Provide citizen-centered activity responding to the needs of the information society <ul style="list-style-type: none"> • Introduce technology into the delivery of Public Services • Support infrastructure that effectively supports and enables inclusion, innovation and service enhancement* Ensuring that physical assets and infrastructure enhance the environment and improve economic development opportunities
			<p>Local Regeneration Plans for Blaenavon, Pontypool and Cwmbran</p> <p>These plans set out areas for renovation, regeneration and development with specific projects to achieve improvements to places, local economies and overall well-being. In turn these plans interconnect with regional and national plans such as City Deal and Valleys Task Force, as well as with the Torfaen Local Development Plan and Economic & Enterprise Strategy</p>

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<p>5. Tackle poverty & develop economic resilience</p>	<p>Welsh Government: Prosperity for All All areas of this national strategy will help us to deliver on this Torfaen objective.</p>	<p>Cardiff Capital Region City Deal The City Deal aims to improve economic conditions in the area through improved productivity, tackling worklessness, building on foundations of innovation, investing in physical and digital infrastructure, providing support for business and, ensuring that any economic benefits are felt across the region. A core project of the City Deal is the delivery of an integrated South Wales Metro. With investment from the UK and Welsh governments supported by additional money committed from the 10 local authority partners, we will link with the emerging regional work that is supporting economic growth in Torfaen.</p>	<p>Torfaen Welfare Reform Project Group: Financial Inclusion Strategy Whilst we cannot change UK policy, this project group is working to build coping mechanisms and resilience to change for families and affected households to better manage reductions in income and the wider impacts on their well-being. The Financial Inclusion strategy sets out local activities. In conjunction with promoting financial skills and streamlining access to services, this strategy also focuses on ways to maximise income, encourage households to be more active consumers and take better responsibility for their money.</p>
		<p>Welsh Government Taskforce for the Valleys: Our Valleys, Our Future The Taskforce will work with the Cardiff City Deal region to deliver the actions and the key priorities below will support our activities on this objective in Torfaen</p> <ul style="list-style-type: none"> • Good quality jobs and the skills to do them • Better public services • My local community. 	<p>Torfaen Strategic Housing Forum: Local Housing Strategy This plan aims to ensure a good supply of affordable housing to meet people's needs, reducing homelessness, helping people to maintain their homes, helping them to manage in their homes by ensuring they have enough support etc. and working to maximise opportunities to deliver more homes in the borough (through better utilisation of existing stock or by developing new). Housing and affordability of housing, is a strong element of well-being for this objective.</p>
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		for Happy Communities and, Future Scenarios. As well as joining up any local and regional work on this objective, the Happy Communities pilot will support how we develop our measures of well-being and the Future scenario work will support our developing work programme.	
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			plans such as City Deal and Valleys Task Force, as well as with the Torfaen Local Development Plan and Economic & Enterprise Strategy
			<p style="text-align: center;">Torfaen Strategy for Older People & Ageing Well Plan</p> <p>Activity within the Older People plan includes work as set out against objective 4 above. With people living longer and many wanting to or needing to work for longer, the employment market can benefit from older workers experience and skills. Some older people are entrepreneurs and run small and medium sized businesses adding to the economic vibrancy in Torfaen. Many older people take on a caring role - for grandchildren so parents can work, or for partners and family members who are ill or have a long term health condition. These unpaid carers make huge contributions to the local economy and, along with volunteering for many charity and community organisations, provide a backbone to many of our objectives and activities. Work within the Older People's Plan supports this PSB objective.</p>
6. Improve local skills	<p>Welsh Government: Prosperity for All</p> <p>The key themes of 'ambitious & learning' and 'prosperous & secure' with their objectives will specifically support this Torfaen objective but all aspects of this national strategy will support local work.</p>	<p style="text-align: center;">Cardiff Capital Region City Deal</p> <p>The City Deal aims to improve economic conditions in the area through improved productivity, tackling worklessness, building on foundations of innovation, investing in physical and digital infrastructure, providing support for business and, ensuring that any economic benefits are felt across the region. A core project of the City Deal is the delivery of an integrated South Wales Metro.</p> <p>With investment from the UK and Welsh governments supported by additional money committed from the 10 local authority partners, we will link with the emerging regional work that is supporting economic growth in Torfaen.</p>	<p style="text-align: center;">Torfaen Strategic Housing Forum: Local Housing Strategy</p> <p>This plan aims to ensure a good supply of affordable housing to meet people's needs, reducing homelessness, helping people to maintain their homes, helping them to manage in their homes by ensuring they have enough support etc. and working to maximise opportunities to deliver more homes in the borough (through better utilisation of existing stock or by developing new). Housing and affordability of housing, is a strong element of well-being for this objective.</p>
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		<ul style="list-style-type: none"> • Good quality jobs and the skills to do them <ul style="list-style-type: none"> • Better public services • My local community. 	homes), business development and jobs, community facilities and transport infrastructure; whilst at the same time protecting Torfaen's natural, built and historic environment. The LDP is therefore a crucial part of PSB work on this objective.
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<p>7. Safe, confident & cohesive communities</p>	<p style="text-align: center;">Welsh Government: Prosperity for All</p> <p>The key theme of 'united & connected' will specifically support this Torfaen objective but all aspects of this national strategy will support local work.</p>	<p style="text-align: center;">Safer Gwent Partnership</p> <p>Connecting local policing operations, the Torfaen community safety team and widening to embrace other public services, provides an established basis on improving our communities that will support further PSB activity on this objective.</p>	<p style="text-align: center;">Torfaen Strategic Planning: Local Development Plan</p> <p>Providing a means of identifying, engaging and tackling issues, this is the basis for land use by which planning applications will be determined. The plan gives a clear indication of where development will be encouraged and where it will be resisted and identifies opportunities for continuing investment and regeneration including the provision of new homes (including affordable homes), business development and jobs, community facilities and transport infrastructure; whilst at the same time protecting Torfaen's natural, built and historic environment. The LDP is therefore a crucial part of PSB work on this objective.</p>
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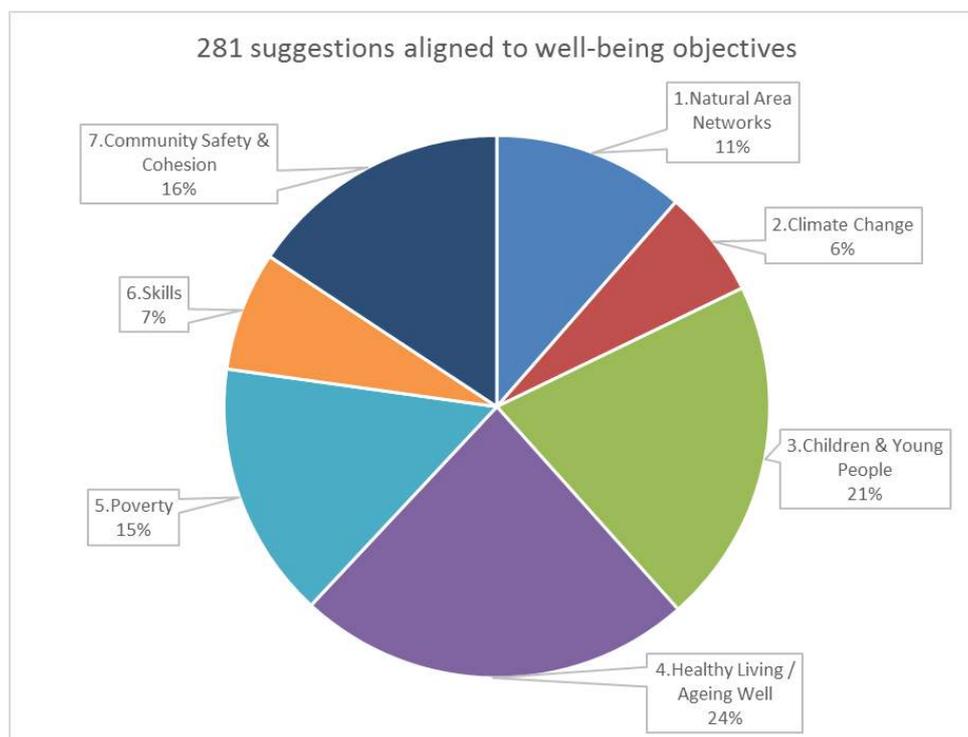
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Appendix 3 to Torfaen PSB Well-being Plan 2018 to 2023

The Torfaen We Want 2017

Analysis of survey responses

Q1. What can public services do collectively to improve these objectives?



- Work together better across public sector, local business and voluntary sector, reduce waste and duplication, remove silo working
- Better information on how money is spent across public sector
- Better linking between public sector organisations – do once – data sharing – continuity of service – one stop shop
- More creative citizen engagement methods
- Green space
- Better transport links
- Mental health support □ Better communication
- Local procurement
- Shared funding / pooled budgets for public services
- GP appointment waiting times need improving
- Shared procurement / shared office space / learn from each other
- Open access to community buildings / shared use
- Spending of money on areas other than deprived areas
- More things for CYP to do in spare time
- Better/free childcare to help people back into work
- Adaptable community housing

- Reduce costs for leisure activities – prohibitive
- Better public sector collaboration
- Awareness campaigns of partnership working
- Stop wasting money on people who can help themselves but refuse to.
- Better use of public buildings to hold events, run interest groups – to help build community spirit □
More creative citizen engagement methods

Q2. What can communities, individuals, businesses or other organisations do to help these objectives?

1. Develop a functional, connected network of natural areas that support the current and future well-being needs of local populations

- Stop building on green space
- Upkeep of smaller parks

2. Develop adaptation and mitigation responses to the impacts of climate change

- Local groups like scouts or school children to plant a tree. Lots of saplings growing which could be used at no cost.
- Establish green corridors to connect areas of wildlife
- Recharging points for electric cars

3. Provide children and young people with the best possible start in life

- Public services to visit schools for talks to pupils

4. Prevent or limit the impact of chronic health conditions through supporting healthy lifestyles and enabling people to age well

- Reduced cost of leisure / health activities – childcare / crèche help to enable
- Encourage organisations like mental health charities to utilise outreach in council buildings etc
- Drop in medical centres with a locum and a nurse
- More flexible drop in times for GP surgeries □ Healthy eating, cookery clubs, food awareness.
- Dedicated coordinator to organise community support for vulnerable people
- Prevention classes instead of rehabilitation e.g. drug/alcohol abuse
- Whilst assessing planning applications for fast food outlets make it a prerequisite that they fund obesity programmes and make a contribution to waste service from their profits or have litter picks.
- Assess the impact of reduced street lighting on social isolation
- It would be great to have something concrete and tangible for each one of the objectives eg. an annual event to promote healthy living in Torfaen, which communities and businesses could support and be involved in running.
- Active community members to become health champions
- Better help to eat healthy / combat obesity
- More active stations near canal towpaths and cycle routes.
- Take into account the population in the planning stages. For example, social housing that will be suited to young families, but adaptable when ageing takes place - making sure the infrastructure is in place and sustainable around new builds.
- More affordable leisure and recreational opportunities – help to combat obesity and mental health
- Agencies to work together to aid vulnerable / older people independence – introduce a partnership coordinator role who is the one point of contact for all agencies

5. Tackle the inter-generational patterns of poverty and develop economic resilience

- Businesses need to focus on employing local people, treat employees well, deal with waste responsibly, and be proactive in encouraging other businesses to the area.
- Encourage local businesses to procure from local suppliers
- Businesses need to be aware of the growing elderly population – putting chairs in shops etc
- Businesses to be more involved in community activities including sponsorship – have a better relationship
- Lower business rates to help new businesses

6. Improve local skills through work-force planning, training, apprenticeships, and volunteering opportunities

- More apprenticeship schemes
- Organisations to give time credits to volunteers who can work with people with learning difficulties
- Volunteers to help with open spaces and parks - or introduce Groundsman apprenticeships
- Recruitment of volunteers to help run youth clubs
- Volunteering can be promoted but it must be remembered that some volunteering requires support from paid staff. However, if managed properly, the time generated and worked by volunteers is about 5 times as much as the time paid to employ such people (as is evidenced by Play Services in Torfaen).

7. Create safe, confident communities and promote community cohesion

- Young people to work with older people in community projects
- Encourage more volunteers, particularly younger able pensioners who want to help their community
- There should more thought into setting up 'neighbourhood networks' so there is meaningful involvement of the community working with all public services to address what matters to them, not just sporadic community engagement on specific agendas set by public service organisations.
- Communities could form CICs (community interest companies) and social enterprises to take on duties and responsibilities for certain activities currently delivered (or not) by the authority ie. maintain community artworks?
- Central point of contact to report environmental crimes, working with partners irrespective of which organisation owns the land.
- Empower communities to do things themselves – take responsibility

Q3. How would you like to be involved or what can you do to help?

General

- You tell us and we'll get involved!
- Need more communication of what is available and how we can get involved.
- An online tool to assess people's skills and therefore suggest appropriate volunteering avenues
- Volunteering taster days
- Volunteer at events
- Volunteer at Citizens Advice Bureau
- Volunteer to support Cold Barn Farm
- More face-to-face engagement with citizens
- Amateur photographer to take before and after photos of community improvement

1. Develop a functional, connected network of natural areas that support the current and future well-being needs of local populations

- Litter picking
- Sweep pavements
- Help clean the canal
- Advertise more community clean up days to get more people involved
- Business – improve local area around business by planting etc
- Improving public areas close to home e.g. flower beds
- Local Nature Partnership
- Staff to work closer with Torfaen Friends of the Earth
- Campaign for the Protection of Rural Wales to be engaged in planning
- Helping to plan improved cycle lanes

- Erect any needed signage along canal I walk

2. Develop adaptation and mitigation responses to the impacts of climate change

- Hand out leaflets to educate drivers of vehicles that leave cars idle in traffic / litter picking / pavement parking

3. Provide children and young people with the best possible start in life

- Mental health forum for young people
- Coaching support for young people
- Support planning departments understand that the right equipment is vital for a disabled child – enable them to play with their able bodied friends and learn through play.

4. Prevent or limit the impact of chronic health conditions through supporting healthy lifestyles and enabling people to age well

- Help other full-time carers
- Engage with post-natal depression services / share experiences
- Supporting disabled people into work, school, education, training
- Running with someone who wants to get fitter / Park Run
- Offer advice to help improve care services
- Gentle walking groups
- Help to run cooking classes – perhaps with advice from professional dietician [council?]
- Set up informal weekly drop in sessions for carers to meet to let off steam and share their experiences
- As an amputee, would be willing to support signposting of services for disabled people [website?]
- Volunteer to support food advice services
- Help to develop swimming classes that would be beneficial for all

5. Tackle the inter-generational patterns of poverty and develop economic resilience

- Bid writing, supporting people with employment, PR, communications
- Educate businesses about the support needed for people with learning difficulties / integration within the community
- Review leasing policies for businesses in Torfaen – lower rent is better than no rent and empty buildings

6. Improve local skills through work-force planning, training, apprenticeships, and volunteering opportunities

- Business – invite training companies to visit to provide local people with the right skills for employment

7. Create safe, confident communities and promote community cohesion

- Build links with older people's homes and schools – share skills e.g. cooking, knitting, woodwork, respect and manners. Help to build community cohesion and keeps older people active.

- Sight Cymru can provide awareness training on visual impairment

Q4. How would you like public services to help and support you being involved?

3.1

- Better communication of what is currently happening in communities / how residents and businesses can get involved
- A local multi-agency co-ordinator role
- Pontypool Town Ambassador – work with town, tourism, traders, etc, help organise events, non-political
- Identify all community groups as a starting point for community engagement
- Connect with young people age 5 and over in schools and play schemes – give regular talks on what public services are and how they work
- Use people with learning disabilities more in your communication materials
- Communal working spaces
- Engage more with disabled people on proposed plans
- Establish a citizen monitoring board for the PSB activities around the WBFGA
- Social media campaign on the WBFGA – residents need to be more aware
- Connect different community groups together
- Make buildings that have adequate facilities more available to people with special needs at a minimal charge
- Free public transport to enable residents to take part in volunteering opportunities
- Interact more with children and young people in the community and public places
- Better publicity of residents' responsibilities for their communities / fines for non-compliance
- Help set up fundraising events for local communities
- Carers should be from the local community
- Community cohesion training for residents
- More proactive and direct approach to tackling litter bugs
- More community information – flyers, posters, Torfaen Talks, etc
- Out of work able residents to help keep their community clean of litter
- Approach local businesses for sponsorship for community projects
- Autism awareness training
- Electronic suggestion box for ideas and feedback from residents
- Organise volunteering groups and advertise them on the corporate websites
- Public services to provide advice on how residents can help out in their community safely and legally
- Public awareness days of the WBFGA and how this affects the community
- PSB Advisory Team to provide ongoing advice and support to the community on how they can get involved
- Support voluntary initiatives e.g. litter picking, by providing transport to remove bagged rubbish / can any revenue be achieved to support community projects from these initiatives? Advice needed One phone number for all public services

Analysis of survey responses for Torfaen's Draft Well-being Plan Consultation Jan 2018

A consultation on Torfaen's Draft Well-being Plan was held between 17 Oct 2017 and 7 Jan 2018. 39 responses were received via the online questionnaire, plus a further 7 responses were received in writing from various organisations.

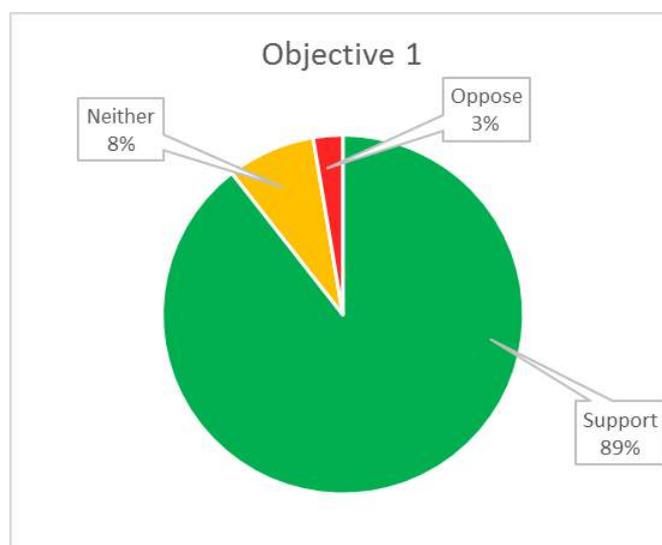
The online questionnaire detailed the high level actions proposed for each of the seven objectives, and the respondents were asked if they supported or opposed these actions. Respondents were also asked if there was anything missing or anything they would like to add.

These comments have been forwarded to those officers leading on each of the seven objectives. The comments will be useful in shaping further exploration and development of actions and progress over time.

The questionnaire comments together with the organisation responses have been collated and summarised for each objective, listed below.

Objective 1: Develop a functional, connected network of natural areas that support the current and future well-being needs of local populations

How strongly do you support these high level actions?



89% of online questionnaire respondents support the high level actions proposed for objective 1.

Is there anything we have missing or you would like to add?

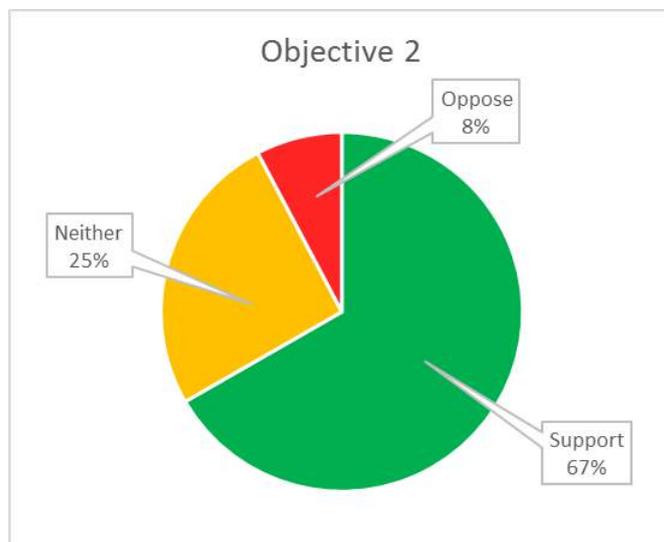
- Encourage residents to be more 'green'
- More balance between 'green credentials' and citizen needs in planning
- Development of Torfaen's supplementary planning guidance
- Incorporate arts, cultural and heritage organisations in promoting health and well-being
- Work more with communities
- Limit development on lowland countryside and greenspace
- Promote mental health benefits of outdoor activities; environmental arts, sculpture trails, art gardens, community planting, disabled access
- Limit development on lowland countryside and greenspace. RSL's to stop taking away small areas of green space in communities for development.
- Housing - include an area for food growth in gardens instead of all lawn.
- Draft Plan is too high level - Needs examples of particular actions
- Plan needs specific uses of the words 'sustainability' and 'resilient'
- Absence of housing mentioned within the plan - particularly around the links between social housing and green infrastructure
- Public sector should do more to protect their natural resources from housing development. Housing planning should be a bottom-up approach so that communities can influence decision making. Affordable housing stock should remain locally owned and not sold to developers.
- More links between natural environment and well-being; better health = more people in work = a better economy
- Natural resources should be quantifiable - they are not valued appropriately as they have no monetary value

- An eco-systems approach should be adopted by the Local Development Plan. Protection of the environment is imperative as benefits cannot be replaced once they are gone. This underpins all other aims. Consultation documents should be shorter and easy to read so that everyone can understand them.
- This objective should be framed around Wales' National Biodiversity Strategy. Also, all activities undertaken should adhere to the Resilient Wales goal - in harmony with nature.
- Further actions to be considered including; appropriate management/monitoring of protected sites and wider public sector site, development of Local Nature Reserves and Special Landscape Areas, develop a longterm open space strategy, protecting locally important habitat and species (SINCs), ecosystem value of land to be vital factor in decision to dispose of land, invite a peer review of access to environmental information, share expertise.
- Large areas of upland grassland/heath (often close to communities) if brought into better management would help with carbon and water storage in addition to biodiversity benefits.
- Maximise schools outdoors learning opportunities.

Objective 2

: Develop adaptation and mitigation responses to the impacts of climate change

How strongly do you support these high level actions?



67% of online questionnaire respondents support the high level actions proposed for objective 2.

Is there anything we have missing or you would like to add?

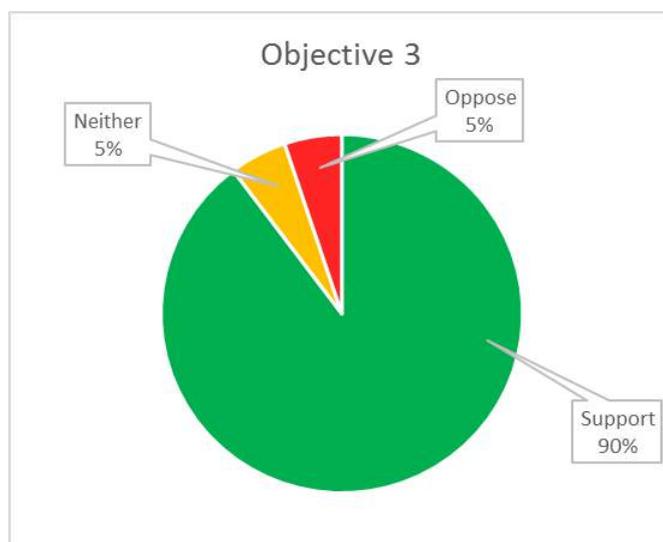
- Air pollution
- Charging points for electric vehicles throughout Torfaen
- Development of valleys light rail / tram link
- All new buildings to be built sustainably
- Remove speed bumps
- Air quality
- Clear communication with citizens and their active involvement
- Issues related to transport e.g. working with bus services to provide electric vehicles
- Links with private sector businesses missing - they have a part to play in achieving this objective.
- Public sector needs to better understand what affects their carbon foot print - sustainable procurement and planning will help this. When Britain leaves the EU, would the public sector be better placed to procure more locally and sustainably?
- Highest level public sector buy-in is vital for the plan to work, which would include the refocus of resources.
- More resources and accountability for energy efficiency in the plan.
- The contribution of Wales for Africa community/ health links should be acknowledged, International Learning Opportunities across Torfaen PSB, global learning and citizenship education within schools, action on climate change and resource management, procurement to ensure ethical employment through supply chains including purchasing of certified products such as Fair Trade, MSC and FSC all contribute to action on global responsibility.

Objective 3

: Provide children and young people with the best possible start in life

How strongly do you support these high level actions?

3.1



90% of online questionnaire respondents support the high level actions proposed for objective 3.

Is there anything we have missing or you would like to add?

- Schools to identify concerns of child poverty, obesity, poor parenting.
- Recognition for citizens managing without help or intervention
- Informal family support opportunities like music, drama and visual arts for young people. Improve literacy and basic skills by using a more creative curriculum. Creative learning for parents.
- Safe routes to school. Early support and intervention for families.
- More sport in schools to reduce obesity. Reintroduce teamwork via school bonding.
- Financial education for families to reduce ACE's.
- Use third sector resources more
- Free arts, sports and activities for young people outside of school hours - will help reduce anti-social behaviour. Sports Development and Youth Service should deliver their work programmes between 4pm and 10pm. Better career and money management advice for young people.
- Support for Communities First area families following loss of programme. Counselling services for families and children - help reduce ACE's and domestic violence Meaningful and financed active travel plans for schools
- Better explanation of the plan actions
- Environmental education in schools, including the teaching of respect of the natural environment
- Local environmental volunteering and employability opportunities
- Outdoor play (the links between having the best start in life and spending time outdoors have been widely evidence)
- The links between green space/open space and physical and mental well-being
- The Plan must ensure a balance of resources being used to support those with healthy lifestyles and those with problematic lifestyles.

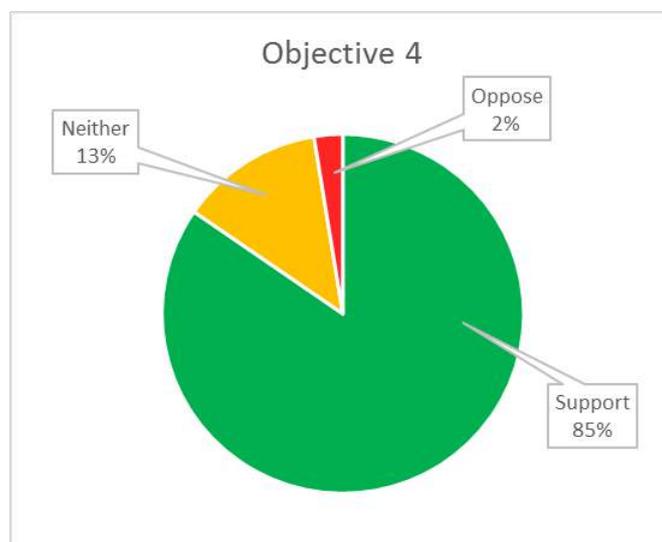
Objective 4

- The Plan ought to make reference to the community as a resource for addressing the objectives.

: Provide children and young people with the best possible start in life

How strongly do you support these high level actions?

3.1



85% of online questionnaire respondents support the high level actions proposed for objective 4.

Is there anything we have missing or you would like to add?

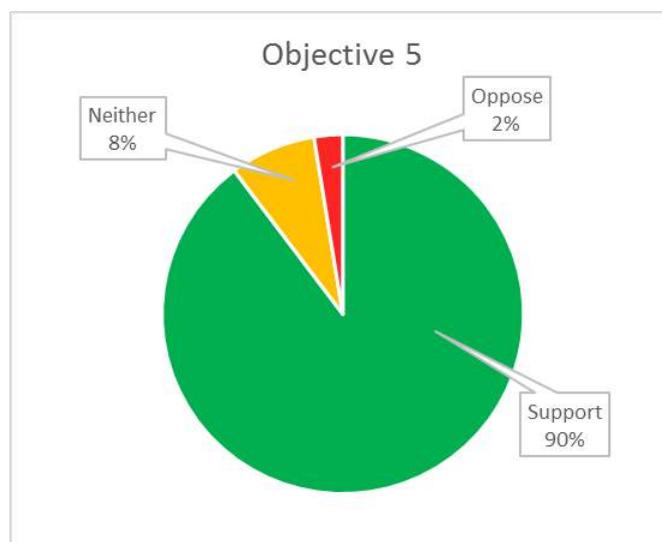
- Art, culture and heritage to improve mental health, especially older people.
- Clarity on the partners working on each objective or action and how citizens can contribute □ Care and repair to be supported by voluntary funding from service users or families.
- More promotion of local groups. Wider adoption of internet access in community centres - is this why these centres are under used during the day?
- Third sector organisations to be included in adult services
- Map the population needs at a smaller geography (LSOA). Better transportation facilities for older people living at home.
- Opportunities for older people to influence decision making that affects their care and well-being. Older people experience sharing programmes for younger people.
- More and better quality housing
- Regulation of agencies that support older people to ensure citizens are not manipulated
- Environmental education in schools, including the teaching of respect of the natural environment
- Local environmental volunteering and employability opportunities
- Outdoor play (the links between having the best start in life and spending time outdoors have been widely evidence
- The links between green space/open space and physical and mental well-being
- The Plan must ensure a balance of resources being used to support those with healthy lifestyles and those with problematic lifestyles.
- The Plan ought to make reference to the community as a resource for addressing the objectives.

Objective 5

Objective 6:

Tackle the inter-generational patterns of poverty and develop economic resilience

How strongly do you support these high level actions?



90% of online questionnaire respondents support the high level actions proposed for objective 5.

Is there anything we have missing or you would like to add?

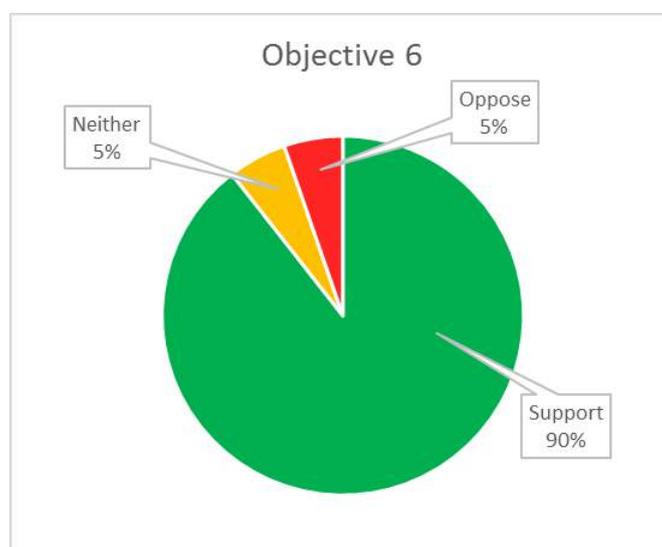
- Money management and financial education for families to make better decisions. Will help ACE's and mental health issues.
- Healthy eating promotion, more Veggie Box schemes
- Money management education for families. All employers to pay minimum wage.
- Families to be offered help sooner so they have the skills and capabilities later to enter work
- Better use of third sector organisations and volunteers with experience
- More local learning and training opportunities including community garden projects
- More free activities for school children outside of school hours
- Support people to become job ready. Local employers to support childcare provision via crèche or flexible hours. More work experience/volunteering opportunities. Family education of traditional skills.
- Support for Communities First area families following loss of programme. Counselling services for families and children - help reduce ACE's and domestic violence
- Environmental education in schools, including the teaching of respect of the natural environment
- Local environmental volunteering and employability opportunities
- Outdoor play (the links between having the best start in life and spending time outdoors have been widely evidence)
- The links between green space/open space and physical and mental well-being
- The Plan must ensure a balance of resources being used to support those with healthy lifestyles and those with problematic lifestyles.

Objective 7:

- The Plan ought to make reference to the community as a resource for addressing the objectives.

Improve local skills through work-force planning, training, apprenticeships, and volunteering opportunities

How strongly do you support these high level actions?



90% of online questionnaire respondents support the high level actions proposed for objective 6.

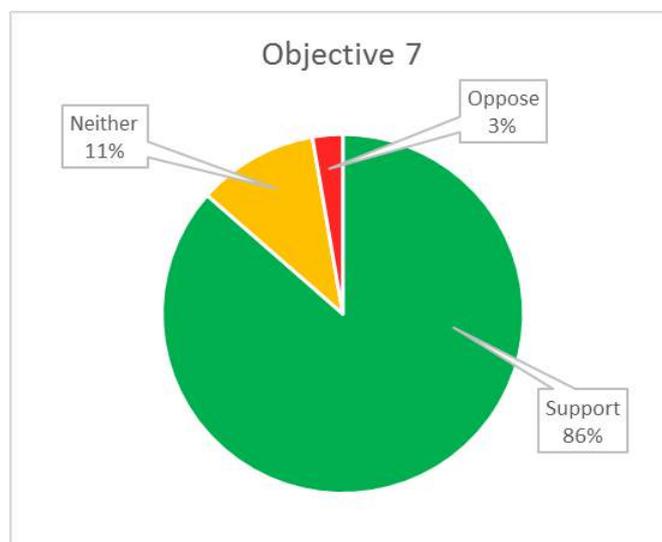
Is there anything we have missing or you would like to add?

- A learning workforce
- Accessible skills advice
- Partner with arts, cultural and heritage organisations for work experience, volunteering.
- Support Arts Award qualification for under 25s. Develop a time-banking scheme. Better use of time and skills of people with physical and/or mental disabilities How will the Valleys Taskforce deliver anything without a budget?
- Create volunteer QCF/NVQ/Apprenticeship so they are more interested and involved
- Environmental education in schools, including the teaching of respect of the natural environment
- Local environmental volunteering and employability opportunities
- Outdoor play (the links between having the best start in life and spending time outdoors have been widely evidence)
- The links between green space/open space and physical and mental well-being
- The Plan must ensure a balance of resources being used to support those with healthy lifestyles and those with problematic lifestyles.
- The Plan ought to make reference to the community as a resource for addressing the objectives. Gender pay gap - Income inequality between men and women

Objective 8:

Create safe, confident communities and promote community cohesion

How strongly do you support these high level actions?



86% of online questionnaire respondents support the high level actions proposed for objective 7.

Is there anything we have missing or you would like to add?

- More empowerment and support for communities - better involvement in decision making
- Empower citizens to take responsibility of their community - develop a 'Creative Society' - encourage integration of diverse communities through events and cultural interventions
- More information on how to be more involved in this objective for my community
- Ensure citizens voices are listened to and acted upon appropriately
- Councillors to identify ASB hot spot areas which could be put to better use
- Community safety and cohesion is essential for the future
- Encouragement of young people to use parks for cycling etc. Clear lines of responsibility to ensure accountability
- Better use of community halls and hubs for best practice
- Consideration of EU referendum results on community cohesion.
- Removal of fence around the ring at Pontypool Park
- Better understanding of 'safe communities'
- There are strong associations between VAWDASV and adverse childhood experiences, life chances, cohesive communities and health and well-being. Whilst on the whole linkages with VAWDASV have been made within well-being plans to the Adverse Childhood Experiences agenda this could be further strengthened.

Objective 9:

- The commitment to responsibility sharing to support refugees in Wales needs to continue and we need to recognise the benefits that refugees bring to local communities.



Comisiynydd
**Cenedlaethau'r
Dyfodol**
Cymru

**Future
Generations**
Commissioner
for Wales



Llywodraeth Cymru
Welsh Government

Future Generations Framework for service design

This simple framework is a tool to help people working in public services to apply the Well-being of Future Generations Act ways of working to service design.

The Well-being of Future Generations Act provides the basis for driving a different kind of public service in Wales, with five ways of working to guide how public services should work to deliver for people:

- **Long term:** the importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs.
- **Prevention:** how acting to prevent problems occurring or getting worse may help public bodies meet their objectives.
- **Integration:** considering how public bodies' well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
- **Collaboration:** acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives.
- **Involvement:** the importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

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The framework on the following pages describes what the five ways of working mean in practice for service design, setting out a series of questions to consider alongside four key concepts:

- **Delivering an integrated service with partners in the best interest of the people accessing the service.**
- **Starting from what people can do, not what they can't, and involving them in decision-making as an equal partner.**
- **Ensuring people can access the service they need, when they need it and only for as long as they need it.**
- **Always learning, positively challenging and aiming to improve.**

The framework can be used by those who design and oversee provision of services to prompt thought, have structured discussions, and make decisions, about new ways of working to ensure services are resilient and are seeking to improve the well-being of people now and in the future.

Making the connections: thinking about how your service contributes to your organisation's well-being objectives and public

services board's well-being plan:

- How does the service address issues identified in the assessment of local well-being of the area?
- How does the service impact on, or support, the well-being objectives of your organisation?
- Do you understand how your service impacts on, or supports, the delivery of the local well-being plan of the public services board?



Long term: the importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs

What this means for service design

Always learning, positively challenging and aiming to improve

Questions to consider

- Have you identified and considered the long term trends that might affect your service area, what impact these trends could have on your service/your service could have on these trends, and what is being done in response? (These might be known e.g. an ageing population, depleting natural resources, or those with higher uncertainty e.g. jobs and skills needed for the future.)
- Is a range of evidence (including people's stories and other data) captured to test effectiveness of the service (now and for the future) in a meaningful way?
- What are the challenges (current and future) the service faces and how might they be overcome? Is the service seeking opportunities to learn from best practice elsewhere and joining up with networks which can facilitate shared learning?
- What are the opportunities available to the service provider and how can they make best use of them?
- Does the service try out innovative solutions to delivery aimed at the most effective outcomes, learn from them and move forward?

Ensuring people can access the service they need, when they need it and only for as long as they need it

- Does the service provider understand (and predict) how demand could change over time and work with partners to more effectively understand it?
- Is the service treating the immediate need or symptom, without tackling the root causes? If so, are the long term implications of taking this approach understood?
- Is there appropriate critical assessment of need; is professional judgement and evidence informing the response?
- Does the service provider understand and assess whether intervening will lead to longer term better outcomes than not intervening at all?

What this means for service design	Questions to consider
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Delivering an integrated service with partners in the best interest of the people accessing the service

- Is the service reliant on other interventions being in place to address the causes of long term cycles?

Starting from what people can do, not what they can't and involving them in decision making as an equal partner

- Does the service provider understand what matters to people, their strengths and the strengths of wider communities in which they live – now, and how that might change in future?

 **Prevention:** how acting to prevent problems occurring or getting worse may help public bodies meet their objectives

What this means for service design	Questions to consider
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Questions to consider



<p>Ensuring people can access the service they need, when they need it and only for as long as they need it</p>	<ul style="list-style-type: none"> • Does service delivery have a suitably strong focus on preventing problems occurring or getting worse, breaking the cycle and helping people to avoid crisis rather than supporting people in crisis? • Do you understand what issues you are seeking to prevent? What are the root causes, how could these be avoided/remedied? How early can the service intervene and how can the service provider build resilience? • Are you working with people to bring down (or end) the level of intervention in people's lives over time wherever possible, with the flexibility to adapt to changing circumstances?
<p>Starting from what people can do, not what they can't and involving them in decision making as an equal partner</p>	<ul style="list-style-type: none"> • Does the service help people towards independent living rather than creating dependency? • Do you have flexibility to ensure the intervention fits the needs and circumstances of the citizen and avoids harm?
<p>Always learning, positively challenging and aiming to improve</p>	<ul style="list-style-type: none"> • Does the service consider how it can minimise/resolve negative impacts and have most beneficial impacts across economic, environmental, social and cultural well-being?



Integration: considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies

What this means for service design	Questions to consider
<p>Delivering an integrated service with partners in the best interest of the people accessing the service</p>	<ul style="list-style-type: none"> • Is delivery viewed by partners as part of a 'whole system' which reflects users' full pathway through different services? • Has the service provider considered how the service is impacting on other public bodies (positively or negatively)? • Is there understanding of collective responsibility for outcomes across services, with services aligned to avoid unintended harm? • What practical steps can the service provider take to integrate the service with the existing plans and strategies of its own or other public bodies, to maximise the service's contribution towards each of the seven well-being goals?
<p>Always learning, positively challenging and aiming to improve</p>	<ul style="list-style-type: none"> • Can the service demonstrate continuous improvement from regular reflection and critical review? • Is there a framework and proportionate process in place for collective performance assessment, including from a citizen's perspective, and do you have accountability arrangements to support this? • Could there be potential conflicts in service delivery with other services or public bodies, and how might you seek to resolve, manage and mitigate these?



Collaboration: acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives



<p>Delivering an integrated service with partners in the best interest of the people accessing the service</p>	<ul style="list-style-type: none"> • Are partners working together in a flexible way, across organisational boundaries, to deliver a seamless service to people? • Have you identified a full range of partners, including organisations from private or third sectors, who could play a productive role in this service area? • Does the service provider think about (and predict) how demand could change over time and work with partners to more effectively manage it? • Is there equity, trust and a shared vision between partners? • Are there reciprocal arrangements across public services (e.g. shared resources, shared budgets)?
<p>Always learning, positively challenging and aiming to improve</p>	<ul style="list-style-type: none"> • Is best practice shared to reduce cross sector variation where it is appropriate to do so? • Is success celebrated – both within the service and across partners?



Involvement: the importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves

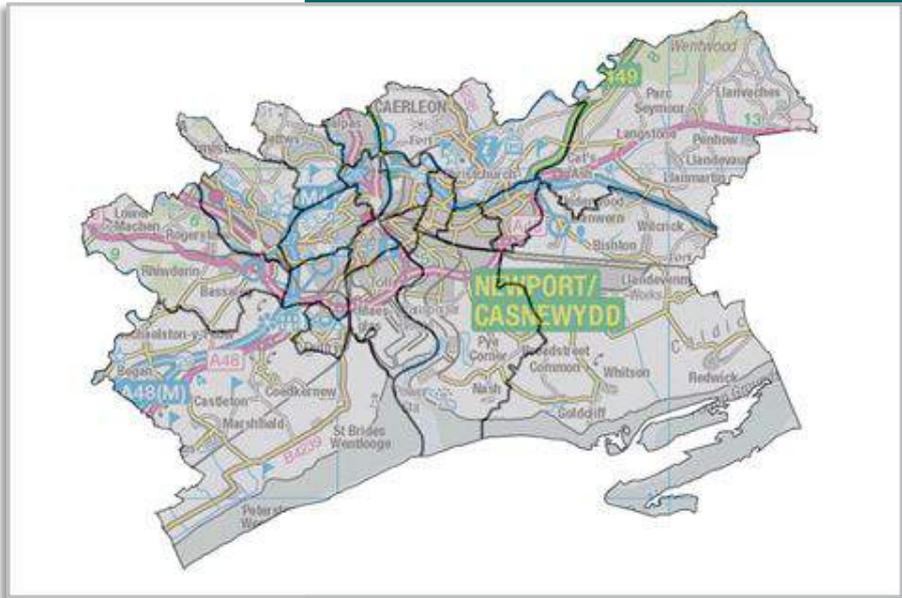
<p>Starting from what people can do, not what they can't and involving them in decision making as an equal partner</p>	<ul style="list-style-type: none"> • Do you understand what matters to service users, their strengths, and the strengths of wider communities in which they live? How is this used to inform the need for the service and how it is delivered? • Is the service seeking to harness and build on a service user's strengths? • Does the service encourage people to take responsibility for themselves and their own improvements? • Are service users involved in reaching decisions that affect them? • Is the service considering the support that might be available from others in the community? • Is service delivery tailored for individual service users, recognising that individuals will have differing capacity to respond?
<p>Delivering an integrated service with partners in the best interest of the people accessing the service</p>	<ul style="list-style-type: none"> • Is the system designed through an understanding of how citizens engage with public services and the outcomes they are looking for? • Has the service been designed from the perspective of the service user, through involving them and reflecting the diversity of the potential users of the service?
<p>Ensuring people can access the service they need, when they need it and only for as long as they need it</p>	<ul style="list-style-type: none"> • Are people being encouraged to manage <i>without</i> intervention, where appropriate? • Is the service working with citizens to explain the role of different partners in delivering the service, and managing expectations?
<p>Always learning, positively challenging and aiming to improve</p>	<ul style="list-style-type: none"> • Are services and service users working as partners in the business of improvement?

Interconnections between the well-being objectives and the national wellbeing goals.							
National Well-being Goals	Develop a functional, connected network of natural areas that support the current and future well-being needs of local populations.	Develop adaption and mitigation responses to the impacts of climate change.	Provide children and young people with the best possible start in life.	Prevent or limit the impact of chronic health conditions through supporting healthy lifestyles and enabling people to age well.	Tackle the intergenerational patterns of poverty and develop economic resilience.	Improve local skills through work-force planning, training, apprenticeships, and volunteering opportunities.	Create safe, confident communities and promote community cohesion.
A prosperous Wales	Well managed natural resources support many business sectors e.g. tourism & recreation. Active travel can help support people to find employment or access training.	Renewable energy generation reduces CO ₂ and provides employment. Building resilience to the impacts of climate change supports economic resilience. Energy efficiency saves money. Active travel will reduce transport emissions.	Improving life chances can enable people to fulfil their potential and contribute to the local economy.	Healthy lifestyles support a productive workforce. Healthy older people can continue to work for as long as they wish to.	Tackling the life chances that contribute to poverty can enable people to fulfil their potential and make a productive contribution to the economy.	Addressing the skill requirements of local businesses supports Torfaen's economy. Learning the Welsh language opens up employment opportunities. Volunteering and learning new skills can be a route to work. Improving life opportunities supports people to fulfil their potential and become a productive part of the economy.	Reducing the impact crime and anti-social behaviour on businesses will support the economy. Safe places are attractive to investors and visitors.
A more equal Wales	Enabling all parts of our communities to benefit from access to greenspace contributes to equality. Addressing the barriers to people of all abilities being active contributes to a more equal Torfaen.	Taking adaptation approaches that do not further increase inequalities in our communities and support vulnerable groups.	Healthy lifestyles support people to achieve their potential.	Taking action to address local poverty and inequality will help create a more equal Torfaen.	Taking action to make our buildings warmer, more energy efficient will reduce fuel costs for the most vulnerable. Improving life chances for all supports equality.	Improving skills can improve life chances including for people of protected characteristics or from low income families.	Enabling all parts of the community to get involved in place making and local decisions and supports a more equal Torfaen. Supporting diverse groups of people to get on well together contributes to equality.
A Wales of cohesive communities	Bringing people together to help manage our natural resources supports cohesion	Well adapted, resilient communities will be more cohesive.	Strengthening community action and developing peoples ability to manage their own health. Improving feeling of safety and cohesion supports physical and mental well-being.	Developing people's ability to manage their own health and well-being.	Involving the most deprived in our communities in place making. Addressing local poverty and inequality will help create a more equal Wales.	Having a wide range of skills and employment opportunities within communities helps make them more resilient & cohesive. Volunteering can better connect people and communities.	Involving communities and people in the decisions that affect them, and in local service delivery. Tackling crime, antisocial behaviour will support cohesion.
A healthier Wales	Maximising opportunities for residents and visitors to enjoy the outdoors and its associated health benefits. Natural resources absorb airborne pollutants and play a role in reducing noise.	Making our buildings warmer and reducing fuel poverty supports health.	Improving health can improve healthy life expectancy.	There is a strong relationship between healthharming behaviour and deprivation and the life circumstances that go with it, meaning that rates are higher in areas of higher multiple deprivation.		Volunteering can improve self-esteem and improve mental well-being. Gaining work has a positive impact on health.	Improving feelings of safety and cohesion supports mental and physical health. Safer roads will allow more people to realise the health benefits of active travel.
A resilient Wales	Supporting biodiversity and ecological resilience.	Natural resources can support current & future climate resilience. Active travel reduces CO ₂ emissions and can improve air quality.	Natural and built environments can support people to keep their independence for longer. Healthy functional ecosystems are fundamental to our health - they produce oxygen, help regulate climate, manage water, improve air quality and can reduce noise.		Ensuring access to green space is equitable will contribute to the well-being of our most deprived communities.		Taking action to prevent fly-tipping, illegal off-roading and wildfires will support the environment.
A globally responsible Wales	Supporting healthy functioning ecosystems will contribute to wider global well-being. Adopting consumption patterns that mean we are consuming our fair share of the earth's resources will contribute towards global well-being.	Reducing CO ₂ locally will help mitigate the global impacts of climate change.				Many skilled jobs are linked to natural resources and there are many opportunities to improve skills through the environment. Volunteering opportunities, especially those related to improving the resilience of the natural environment can also contribute a globally responsible Torfaen.	People of different cultures and ethnicity getting on well supports global well-being.
A Wales of vibrant culture and thriving Welsh language	Maintaining and improving the quality of our culturally important landscape. Maximising opportunities for culture and recreation in our natural areas.			Involving people in the arts and cultural activities can be a good way to improve mental well-being and build confidence.		Supporting people to learn and use the Welsh language. The arts and cultural activities can provide opportunities for people to learn new skills and expertise.	Encouraging participation in arts sports and recreation can improve community cohesion. Taking action to prevent illegal off-roading and wildfires in the uplands can help conserve the iconic Welsh landscape for present and future generations. Increasing opportunities for people to use the Welsh language in the places they live and work will help create more cohesive communities.

TOFAEN PSB WELL-BEING PLAN 2018 – 2023: APPENDIX 7

National Well-being Objectives that can be used to measure Torfaen PSB's progress against its well-being objectives.							
	Functional, connected network of natural areas	Respond to the impacts of climate change	Best start in life	Support healthy lifestyles and aging well	Tackle poverty & develop economic resilience	Improve local skills	Safe, confident & cohesive communities
Relevant National Indicators	Percentage of surface water bodies, and groundwater bodies, achieving good or high overall status.	Capacity (in MW) of renewable energy equipment installed.	Healthy life expectancy at birth including the gap between the least and most deprived.	Percentage of adults who have fewer than two healthy lifestyle behaviours (not smoking, healthy weight, eat five fruit or vegetables a day, not drinking above guidelines and meet the physical activity guidelines).	Gross Disposable Household Income per head.	Percentage of people in employment, who are on permanent contracts (or on temporary contracts, and not seeking permanent employment) and who earn more than 2/3 of the UK median wage.	Percentage who feel able to influence decisions affecting their local area.
		Concentration of carbon and organic matter in soil.	Percentage of children who have fewer than two healthy lifestyle behaviours (not smoking, eat fruit/vegetables daily, never/rarely drink and meet the physical activity guidelines).				Measurement of development of young children.
				Percentage of people living in households in material deprivation.	Percentage of people who volunteer.	Percentage of people satisfied with local area as a place to live.	
					Percentage of people moderately or very satisfied with their jobs.		Percentage of people agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat each other with respect.

Newport's Well-being Plan 2018-23



One Newport

Final Draft v0.1



Mar 2018

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Foreword

The City of Newport of today is a very different place to the town from a generation back which was searching for a new identity following the decline of steel and other traditional employers. Since then the city has undergone a radical transformation with entire new communities on former industrial sites, new landmark buildings, award winning developments and modern infrastructure. This city wide programme of regeneration has earned us acclaim along with international recognition as hosts of the Ryder Cup, the NATO Summit and prestige sports events. Newport is home to a cluster of cutting edge technology businesses, major public service employers and is regarded as a hotspot for business growth. The city has capitalised on its advantageous location, unique landscapes, environment and heritage to grow a thriving tourist economy and the Convention Centre currently in development will cement our position as a National centre for business tourism.

There is much reason to be optimistic for the future; however we also need to recognise that Newport still faces significant challenges which affect the well-being of local people. We have some of the wealthiest and poorest neighbourhoods in Wales, in some cases just a walking distance apart. Geographical patterns of poverty are also reflected in health inequalities and huge differences in healthy life expectancy across the city. We also know that certain neighbourhoods are disproportionately affected by unemployment, low incomes, poor skill levels and crime and anti-social behaviour. Entrenched poverty places more pressure on our public services and can break down the bonds that create strong supportive communities.

Given the range of our successes and enduring issues the challenge for the One Newport Public Services Board will be to ensure that, for generations to come, Newport will be a city that is an even better place to live, work, visit and invest. This will mean that the benefits of regeneration, growth and the use of our considerable assets will need to be felt by all our citizens and more widely by the communities of our Gwent hinterland. It will also mean that as a Public Services Board we will need to develop a strong “offer” which will attract and retain people and employers to the city, which will include good jobs and education, quality housing, attractive outdoor spaces, good transport options, strong services and thriving arts, sports and culture.

Our population is expected to grow significantly over the next 25 years and whilst this is clearly good news, this growth alongside the ageing population will increase pressures on the Newport’s public services and infrastructure. In response to this, One Newport will need to provide strong leadership in making sure services are sustainable and fit for the future. We fully understand that the complex challenges we face can only be met by working collaboratively and towards shared goals. Whether it be providing children and young people with a good start in life, building strong and resilient communities, giving people the skills and opportunities they need to flourish, or tackling health inequalities, we realise that no one organisation has the resources, powers or answers. Further to this we will need to empower and involve communities so that they can improve their own well-being and become stronger and more resilient.

Working together we can make Newport a place that our citizens are proud of, think is a great place to live and is well regarded by people from outside the city. With this in mind we present our Well-being Plan which sets out how we will act today for a better tomorrow.

CLLr Debbie Wilcox - Chair of One Newport Public Services Board and Leader of Newport of City Council

Ceri Davies – Deputy Chair and Executive Director Natural Resources Wales

Chapter 1: Introduction and Background

3.1

Well-being of Future Generations (Wales) Act 2015

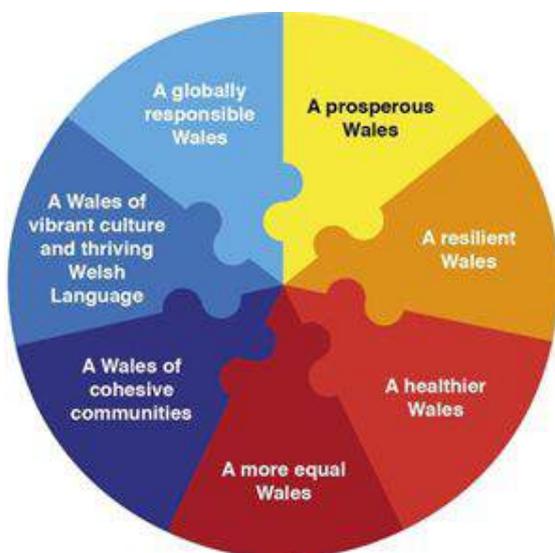
The Well-being of Future Generations (Wales) Act 2015 is about improving the social, economic, environmental and cultural well-being of Wales. It is to ensure that public bodies listed in the Act think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach.

The Act sets out a “sustainable development principle” which is about how the public bodies listed in the Act should go about meeting their well-being duty under the Act.

The principle is made up of five ways of working that public bodies are required to take into account when applying sustainable development. These are:



- Looking to the **long term** so that we do not compromise the ability of future generations to meet their own needs;
- Understanding the root causes of issues to **prevent** them from occurring;
- Taking an **integrated** approach so that public bodies look at all the well-being goals in deciding on their well-being objectives;
- Working with others in a **collaborative** way to find shared sustainable solutions;
- **Involving** a diversity of the population in the decisions that affect them.



The Act sets seven well-being goals:

Together they provide a shared vision for the public bodies listed in the Act to work towards. The well-being goals must be considered as an integrated set of seven to ensure that the relevant links are made in the context of improving the economic, social, environmental and cultural well-being of Wales.

In addition to the well-being duty placed on listed individual public bodies, the Act also sets a well-being duty on specified public bodies to act jointly via public services boards (PSBs) to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals.

What is the One Newport Public Service Board?

The Act establishes a statutory board known as the Public Service Board in each local authority area. In Newport the One Newport public service board (PSB) brings together the city's public service leadership and decision makers. The membership is:

Statutory Partners

- Newport City Council (Chair)
- Natural Resources Wales (Vice Chair)
- Aneurin Bevan University Health Board
- South Wales Fire & Rescue Service



Invited Partners

- Coleg Gwent
- Gwent Association of Voluntary Organisations
- Heddlu Gwent Police
- Newport City Homes representing the registered social landlords
- Newport Youth Council
- Newport Third Sector Partnership
- Police & Crime Commissioner
- Probation Service
- Public Health Wales
- University of South Wales
- Welsh Government

What is the Local Well-being Plan?

The local well-being plan sets out the PSB's priorities and actions for the next 5 years to improve the economic, social, cultural and environmental well-being of Newport. The plan sets out local well-being objectives, priorities and steps that the board proposes to take to meet the objectives.

Once the Local Well-being Plan has been published it will be the main work-plan and focus of the One Newport PSB going forward.

Why do we need a Well-being Plan?

Wales faces a number of challenges now and in the future, such as austerity, climate change, poverty, health inequalities, an ageing population, jobs and growth. To tackle these we need to work differently. To give our children and grandchildren a good quality of life we need to think about how the decisions we make now will impact on them in the future.

How are we going to work differently?

The **One Newport PSB** is committed to working together with local communities towards the common goals and objectives set out in this plan. In everything that we do, the PSB will work to improve the economic, social, cultural and environmental well-being of the city. Before developing the plan we pledged to be:

- ***Ambitious***
- ***Serious about working in partnership***
- ***Firmly focused on people***
- ***Focused on outcomes***
- ***Not solely driven by data***

We will achieve this by:

Looking to the long term: Being aware of and addressing, the well-being of future generations whilst addressing the needs of the people we currently serve.

Prevention: Exploring how to break cycles and dig deeper to better understand the causes and effects of key issues that people and communities face. Finding enabling solutions and intervening at the right time to prevent problems getting worse or arising in the future.

Taking an integrated approach: Fully considering the connections between the well-being goals, the PSB well-being objectives and the well-being objectives of individual organisations. Taking steps which maximise the collective impact to the well-being goals rather than just meeting the objectives.

Collaborating with others: Strengthening joint working across the city’s public service. No single organisation is able to improve the economic, social, environmental and cultural well-being of Newport on its own. Taking a collaborative approach ensures that actions are complimentary and therefore maximise the collective impact.

Involving People: Developing solutions in partnership with local people and communities and ensuring they are involved in the decisions that affect them.



How has the Local Well-being Plan been developed?

Assessment of local well-being

To gain a better understanding of the well-being of Newport an assessment of economic, social, cultural and environmental well-being was developed. The assessment comprises of one overarching community well-being profile of Newport and 20 community level profiles at a ward level.

The [community well-being profiles](#) include analysis of key population data and people’s views from a wide public engagement programme which involved over 2,300 members of the public. The profiles have been used to develop the Local Well-being Plan.

Emerging Priorities

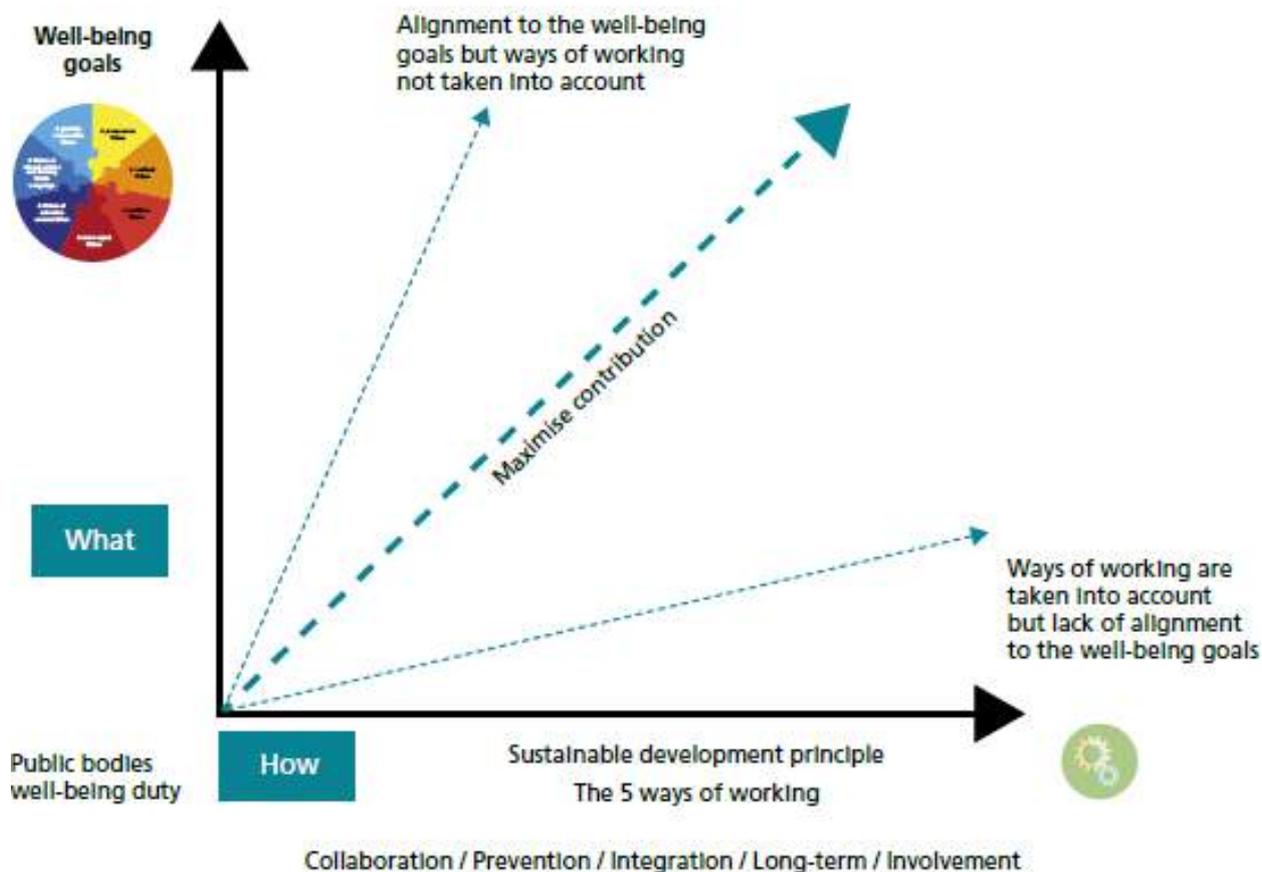
How were the emerging priorities developed?

Prioritisation workshops have taken place to determine the emerging priorities for the Local Well-being Plan.

PSB members worked with other partners and professionals to prioritise issues identified from the Community Well-being Profiles, considering how we could maximise the PSB’s contribution to the Five Ways of Working and the Well-being Goals.

The diagram overleaf was used to assist with this process.

A guide to maximising your contribution



What are the emerging priorities?

The main emerging priorities identified and agreed by the PSB are:

- 1) *Improve the perceptions of Newport as a place to live, work, visit and invest*
- 2) *Drive up skill levels for economic and social well-being*
- 3) *Support regeneration and economic growth*
- 4) *Provide children and young people with the best possible start in life*
- 5) *Long and healthy lives for all*
- 6) *Ensuring people feel safe in their communities*
- 7) *People have access to stable homes in a sustainable supportive community*
- 8) *People feel part of their community and have a sense of belonging*
- 9) *Participation in sports and physical activity is important for people’s well-being*
- 10) *Participation in arts, heritage and history is important for people’s well-being*
- 11) *Newport has a clean and safe environment for people to use and enjoy*
- 12) *Improve Air Quality across the city*
- 13) *Communities are resilient to climate change*

Which well-being goals do the emerging priorities contribute to?

The table below illustrates how each of the emerging priorities contribute to the well-being goals.

Well-being Goals		A prosperous Wales	A resilient Wales	A healthier Wales	A more equal Wales	A Wales of cohesive communities	A Wales of vibrant culture and thriving Welsh language	A globally responsible Wales
		Emerging Priorities						
1	Improve the perceptions of Newport as a place to live, work, visit and invest	✓			✓	✓	✓	
2	Drive up skill levels for economic and social well-being	✓			✓	✓	✓	
3	Support regeneration and economic growth	✓	✓	✓	✓	✓	✓	✓
4	Provide children and young people with the best possible start in life	✓	✓	✓	✓	✓	✓	✓
5	Long and healthy lives for all	✓	✓	✓	✓	✓	✓	✓
6	Ensuring people feel safe in their communities	✓	✓	✓	✓	✓	✓	✓
7	People have access to stable homes in a sustainable supportive community	✓		✓	✓	✓		✓
8	People feel part of their community and have a sense of belonging	✓	✓	✓	✓	✓	✓	
9	Participation in sports and physical activity is important for people’s well-being	✓	✓	✓	✓	✓	✓	✓
10	Participation in arts, heritage and history is important for people’s well-being	✓	✓	✓	✓	✓	✓	
11	Newport has a clean and safe environment for people to use and enjoy	✓	✓	✓	✓	✓	✓	
12	Improve Air Quality across the city	✓	✓	✓	✓	✓	✓	✓
13	Communities are resilient to climate change	✓	✓	✓	✓	✓		✓

These emerging priorities were chosen to ensure they maximise the contribution to the Well-being Goals.

Well-being Objectives

How were the objectives developed?

The well-being plan must set out local well-being objectives and the steps that the board proposes to take to meet the objectives.

In line with the 5 ways of working we have developed a set of four well-being objectives that deliver against multiple well-being goals and encompass the thirteen emerging priorities in four statements.

What are the objectives?

The well-being objectives identified and agreed are:

1. *People feel good about living, working, visiting and investing in Newport*
2. *People have skills and opportunities to find suitable work and contribute to sustainable economic growth*
3. *People and communities are friendly, confident and empowered to improve their well-being*
4. *Newport has healthy, safe and resilient environments*

Which well-being goals do the objectives contribute to?

The table below illustrates how each of the objectives contributes to the well-being goals.

3.1

Well-being objectives		Well-being goals						
		A prosperous Wales	A resilient Wales	A healthier Wales	A more equal Wales	A Wales of cohesive communities	A Wales of vibrant culture and thriving Welsh language	A globally responsible Wales
1	People feel good about living, working, visiting and investing in Newport	✓	✓	✓	✓	✓	✓	✓
2	People have skills and opportunities to find suitable work and contribute to sustainable economic growth	✓		✓	✓	✓		
3	People and communities are friendly, confident and empowered to improve their well-being			✓	✓	✓	✓	✓
4	Newport has healthy, safe and resilient environments	✓	✓	✓	✓	✓		✓

Integrated Cross-Cutting Interventions

When developing the plan we (the PSB) were keen to ensure that it was targeted and focused. We felt that all the emerging priorities were important and did not want to discount any of them or prioritise one over another. So rather than rationalise the number of emerging priorities an approach was agreed to identify a number of key cross-cutting interventions that would span the 13 priorities and maximise the contribution to all the Well-being Goals

How were the Interventions developed?

PSB members along with other partners worked together on the development of the integrated interventions. Over 100 people took part from more than 30 organisations across all sectors. Partners were asked to more objectively consider the range of options for tackling each of the emerging priorities and worked on gaining a better understanding of the desired outcomes. They also considered the five ways of working and maximising the contribution to the Well-being Goals.

All options were reviewed and five interventions were chosen for the PSB to work on going forward. These are:

- **The Newport “Offer”**
- **Strong Resilient Communities**
- **Right Skills**
- **Green and Safe Spaces**
- **Sustainable Travel**

- **The Newport “Offer”**

The Newport “Offer” should attract and retain people and businesses to the city, recognising that desirability to work and live in the city is the result of the “complete package” including employment, housing solutions, infrastructure, environment, cultural opportunities and public services.

- **Strong Resilient Communities**

Working with the community and a range of organisations to identify assets and needs, developing a targeted, preventative place-based approach with local communities that considers the long term and empowering local people to lead and develop their local community.

- **Right Skills**

People can access skills and education programmes that align with current and future local employment opportunities, enabling individuals and the city's economy to achieve their potential.

- **Green and Safe Spaces**

Newport is a greener, healthier and safer place where all communities have easy access to quality greenspace for health, play and recreation.

- **Sustainable Travel**

Efficient, safe and accessible transport with overall low impact on the environment, including walking and cycling, low and ultra- low emission vehicles, car sharing and public transport.

Chapter 2: The Plan

One Newport PSB Local Well-being Plan Structure

How we will work



Long Term



Prevention



Integration



Collaboration

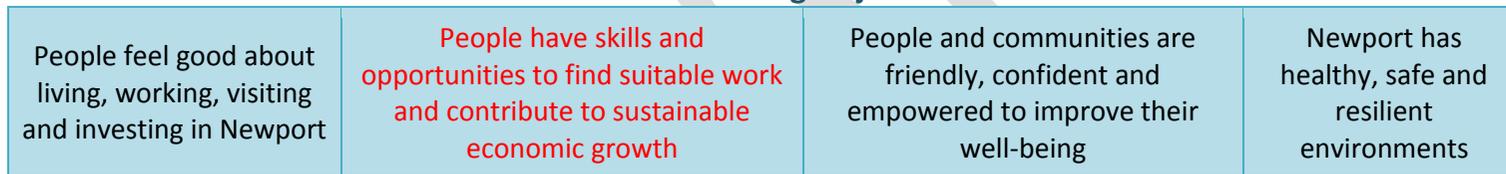


Involvement

Well-being Goals



Draft Well-being Objectives



Emerging Priorities

Economic			Social				Cultural			Environmental		
1	2	3	4	5	6	7	8	9	10	11	12	13

Integrated Interventions



Chapter 3: Interventions

<h3 style="margin: 0;">The Newport “Offer”</h3>	The Newport “Offer” should attract and retain people and businesses to the City, recognising that desirability to work and live in the City is the result of the “complete package” including employment, housing solutions, infrastructure, environment, cultural opportunities and public services.
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	<p style="text-align: center;">Which Well-being Goals does this contribute to?</p>	<p>A prosperous Wales</p>	<p>A resilient Wales</p>	<p>A healthier Wales</p>	<p>A more equal Wales</p>	<p>A Wales of cohesive communities</p>	<p>A Wales of vibrant culture and thriving Welsh language</p>	<p>A globally responsible Wales</p>
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	<p style="text-align: center;">Which Well-being Objectives does this contribute to?</p>	<p style="text-align: center;">People feel good about living, working, visiting and investing in Newport</p>	<p style="text-align: center;">People have skills and opportunities to find suitable work and contribute to sustainable economic growth</p>	<p style="text-align: center;">People and communities are friendly, confident and empowered to improve their well-being</p>	<p style="text-align: center;">Newport has healthy, safe and resilient environments</p>
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<p style="color: #006666;">Which Priorities does this contribute to?</p>	<p>8) People feel part of their community and have a sense of belonging: Investing in the city offer and fostering city pride can contribute to people having a sense of belonging and feeling part of the community.</p>
<p>1) Improve the perceptions of Newport as a place to live, work, visit and invest in: One of Newport’s problems over recent years has been negative perceptions. In 2016 only 44% of respondents to the Your Newport were proud to say they come from Newport. Understanding and feeling proud of the city is key to changing this.</p>	<p>9) Participation in sports and physical activity is important for people’s well-being: The city has a growing reputation and great strength in terms of sporting facilities, which are important assets as part of the Newport offer. Promotion of the sporting offer will encourage participation.</p>
<p>3) Support regeneration and economic growth: Newport’s ongoing regeneration and developments is a positive story for the city and plays a large part in the Newport “offer” to contribute to greater prosperity.</p>	<p>10) Participation in arts, heritage and history is important for people’s well-being: The city has multi-cultural heritage and a lively music and arts scene which are important assets as part of the Newport offer. Collaboration will give increased capacity to promote the cultural offer and the Welsh Language.</p>
<p>6) Ensuring people feel safe in their communities: Public perceptions of an area from both within and outside of that area are heavily influenced by crime rates and perceptions of crime and disorder.</p>	<p>11) Newport has clean and safe environments for people to use and enjoy: The environment also has a part to play. Access to parks, green spaces and the surrounding countryside is the most popular aspects of life in Newport. The green infrastructure offers an important asset for quality of life in Newport and the city’s offer for inward investment and tourism.</p>
<p>7) People have access to stable homes in a sustainable supportive community: The “housing offer” must match the economic aspirations through the provision of the right homes of the right tenure in the right place to attract people to help Newport prosper.</p>	

What steps will we take?		
Short term (0-5 years)	Medium Term (5-10 years)	Long Term (10-25 years)
<i>Lead on developing the vision and offer for the city, in partnership with the Newport's diverse community and business</i>	<i>Ongoing development of the Newport offer in line with the vision for the city</i>	<i>Continue to develop the Newport offer to meet future needs</i>
<i>Working in partnership, promote the city's considerable benefits as a place to live, work, visit and invest, increasing city pride / sense of belonging and supporting economic growth (greater focus by PSB members on positive city promotion through social media)</i>	<i>Continue to raise the profile of Newport as a place people want to live, work, visit and invest.</i>	<i>Sustained city promotion in partnership with key city stakeholders so that people have understanding, pride and appreciation of what Newport offers</i>
<i>Work with high profile, successful Newport people, organisations and anchor businesses to act as positive ambassadors/champions for the city, and inspire self-belief and confidence in young people and the wider community</i>	<i>Encourage Newport residents to be ambassadors for the city</i>	<i>Continue to attract prestigious events to the city</i>
<i>Attract and use major events to promote Newport and its diverse culture, promote participation and contribute to the local economy.</i>	<i>Continue to attract prestigious events to the city</i>	
<i>Work in partnership and adopt preventative approaches to ensure effective city centre management</i>	<i>Ongoing partnership focus and preventative approach to city centre management</i>	
<i>Support the development and consumption of local clean energy (local carbon economy) within PSB organisations and the city.</i>	<i>Continue to support the development and consumption of local clean energy (local carbon economy) within PSB organisations and the city.</i>	<i>Continue to support a low carbon economy</i>

 <p>How will we measure success? City level and local outcome indicators the PSB will seek to impact on</p>	<p>National Indicators</p> <p>26. % of people satisfied with local area as a place to live.</p> <p>35. % of people attending or participating in arts, culture or heritage activities at least three times a year.</p> <p>38. % of people participating in sporting activities three or more times a week.</p>	<p>Other Indicators</p> <ul style="list-style-type: none"> • Happy Citiy Index and Happiness Pulse • Tourism Statistics • RSA heritage index • % employment rate
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<h2>Strong Resilient Communities</h2>	<p>Working with the community and a range of organisations to identify assets and needs, developing a targeted, preventative place-based approach with local communities that considers the long term and empowering local people to lead and develop their local community.</p>							
	<p>Which Well-being Goals does this contribute to?</p>	<p>A prosperous Wales</p>	<p>A resilient Wales</p>	<p>A healthier Wales</p>	<p>A more equal Wales</p>	<p>A Wales of cohesive communities</p>	<p>A Wales of vibrant culture and thriving Welsh language</p>	<p>A globally responsible Wales</p>
	<p>Which Well-being Objectives does this contribute to?</p>	<p>People feel good about living, working, visiting and investing in Newport</p>		<p>People have skills and opportunities to find suitable work and contribute to sustainable economic growth</p>		<p>People and communities are friendly, confident and empowered to improve their well-being</p>		<p>Newport has healthy, safe and resilient environments</p>
<p>Which Priorities does this contribute to?</p>		<p>7) People have access to stable homes in a sustainable supportive community:</p>						
<p>1) Improve the perceptions of Newport as a place to live, work, visit and invest in: A sense of belonging and ownership of communities will allow people to challenge negative perceptions, help people feel connected to the city and their communities, and grow city pride.</p>		<p>If people have access to stable homes in a sustainable supportive community they are more likely to feel part of their community.</p>						
<p>2) Drive up skills for economic and social well-being: A person's ability to achieve their potential can help them engage more positively in their communities.</p>		<p>8) People feel part of their community and have a sense of belonging: When people are more involved and empowered within their community they feel more part of the community and have a greater sense of belonging.</p>						
<p>3) Support regeneration and economic growth: Regeneration projects improve quality of life for residents and contribute to feeling part of the community.</p>		<p>9) & 10) Participation in physical activity, sports, arts, heritage and history is important for people's well-being: Taking part in sports, physical activity, arts, heritage and history can help to connect people to their community and feel a sense of belonging.</p>						
<p>4) Provide children and young people with the best start in life: Working with communities to improve childhood outcomes is key to preventing the causes of adverse childhood experiences.</p>		<p>11) Newport has clean and safe environments for people to use and enjoy: Environmental projects can be a great way to bring people together, and create a sense of pride in the area. Access to parks, green spaces and the countryside is one of the most valued aspects of life in Newport.</p>						
<p>5) Long and healthy lives for all: A supportive community with a good social network is defined as one of the wider determinants of health and well-being.</p>		<p>13) Communities are resilient to climate change: Communities have a role to play in responding to climate impacts, particularly supporting vulnerable people.</p>						
<p>6) Ensuring people feel safe in their communities: People are less likely to positively engage in their communities if they experience crime and antisocial behaviour. This can have knock-on effects for local services and the businesses as people become socially isolated and excluded.</p>								

What steps will we take?		
Short term (0-5 years)	Medium Term (5-10 years)	Long Term (10-25 years)
<p><i>Build on the positive work already undertaken in the Pillgwenlly area and work with local people to:</i></p> <ul style="list-style-type: none"> <i>identify resources and needs within that community. Aspects to consider will include community strengths and assets, cohesion & engagement, health, well-being, employment, skills, environment, safety, appropriate housing, arts, heritage, sports and Welsh language.</i> <i>develop and implement an action plan with a preventative focus that is owned by both the PSB and the community.</i> 	<p><i>Nurture a preventative culture that develops a relationship between public services and local people that enables shared decision making, genuine co-production, social enterprise and joint delivery of services. With empowered communities finding their own preventative solutions for the problems and issues they face.</i></p> <p><i>Continue to review the latest statistical and engagement information and work with local people to ensure community plans are updated for now and the future.</i></p>	<p><i>Continue to promote a preventative culture that develops a relationship between public services and local people that enables shared decision making, genuine co-production, social enterprise and joint delivery of services. With empowered communities finding their own preventative solutions for the problems and issues they face.</i></p>
<p><i>Extend the above targeted approach to other communities using information provided in the Community Well-being Profiles and engagement activities to identify areas of work.</i></p>		
<p><i>Develop and promote an overarching volunteering programme for Newport to enable people to volunteer and foster community resilience.</i></p>		
<p><i>Develop multi-agency community hubs at key locations around Newport to support local service provision.</i></p>		
<p><i>Develop a framework to support community groups for governance and funding</i></p>		
<p><i>Development of an asset plan and process that enables joint delivery of services and empowers communities to find their own solutions.</i></p>		
<p><i>Strengthen communities by using the resources within the University of South Wales Early Years and Social Care Team, the Adverse Childhood Experiences (ACEs) Hub and other key partners to develop preventative approaches to ACEs and early years development.</i></p>		
<div style="display: flex; align-items: center;">  <div style="margin-left: 10px;"> <p>How will we measure success?</p> </div> </div> <p>City level and local outcome indicators the PSB will seek to impact on:</p>	<p>National Indicators</p> <ul style="list-style-type: none"> 23. % who feel able to influence decisions affecting their local area. 25. % people feeling safe at home, walking in the local area and when travelling 26. % people satisfied with their local area as a place to live 27. % people agreeing that they belong to the area; the people from different backgrounds get on well together; and that people treat each other with respect 28. % of people who volunteer 29. Mean mental well-being score for people 30. % of people who are lonely 	<p>Other Indicators</p> <ul style="list-style-type: none"> • Happy city index and Happiness Pulse • % of people who feel safe in their local area (day/night)

<h2>Right Skills</h2>	<p>People can access skills and education programmes that align with current and future local employment opportunities, enabling individuals and the city's economy to achieve their potential.</p>							
	<p>Which Well-being Goals does this contribute to?</p>	<p>A prosperous Wales</p>	<p>A resilient Wales</p>	<p>A healthier Wales</p>	<p>A more equal Wales</p>	<p>A Wales of cohesive communities</p>	<p>A Wales of vibrant culture and thriving Welsh language</p>	<p>A globally responsible Wales</p>
	<p>Which Well-being Objectives does this contribute to?</p>	<p>People feel good about living, working, visiting and investing in Newport</p>		<p>People have skills and opportunities to find suitable work and contribute to sustainable economic growth</p>		<p>People and communities are friendly, confident and empowered to improve their well-being</p>		<p>Newport has healthy, safe and resilient environments</p>
<p>Which Priorities does this contribute to?</p>								
<p>1) Improve the perceptions of Newport as a place to work, visit and invest in; 2) Drive up skills for economic and social well-being: The availability of high quality education, training and career pathways that meet the needs of business will increase Newport's attractiveness as a place to locate business and to study. A business's capacity for growth will depend in part on its ability to recruit people with the skills it needs; a business decision on where to locate will be influenced to a degree by the skills available in the local workforce. Economic forecasts have identified future trends such as the increasing skills demands of employers and the contraction of unskilled and semi-skilled occupations. In order to remain competitive the Newport workforce will need to respond to the skills demands of business and individuals will need to possess the right skills to enable them to benefit from new employment opportunities.</p>				<p>4) Provide children and young people with the best start in life: The first three years of life are particularly important for healthy development due to the fast rate of neurological growth that occurs during this period. Investing in the first years of a child's life improves outcomes for them throughout the rest of their lives. This is why developing skills at this early age is important.</p>				
<p>3) Support regeneration and economic growth: Regeneration schemes can play an important role in skills development, including apprenticeships, particularly during the construction phase and for certain sectors and client groups.</p>				<p>5) Long and healthy lives for all: Engaging children in education and giving them the skills they need will help them reach their potential in later life. Employment is a key determinant of health. People living in material deprivation are less likely to be healthy. Therefore supporting people to acquire the skills they need to find work and to reach their potential may also contribute towards reducing health inequalities.</p>				
				<p>6) Ensuring people feel safe in their communities: Having qualifications, employment and a career can divert people from crime and ASB.</p>				
				<p>8) People feel part of their community and have a sense of belonging: A person's ability to achieve their potential may help them engage more positively in their communities. Opportunities for volunteering and apprenticeships in the community can lead to improved mental and physical health, better levels of educational attainment, skills and employment.</p>				

What steps will we take?		
Short term (0-5 years)	Medium Term (5-10 years)	Long Term (10-25 years)
<p><i>Education providers and employers will work together to:</i></p> <ul style="list-style-type: none"> fully understand skills needs for the Newport area (including future growth areas and skills gaps). address skills needs for Newport's existing and future workforce. 	<p><i>Continue to develop appropriate provision for people from a range of circumstances, addressing and seeking to prevent disadvantage.</i></p>	<p><i>Continue to ensure skills and education help individuals, employers and the city economy reach their potential.</i></p>
<p><i>Ensure young people leave school with the support, adaptable skills and confidence to successfully enter work, training or education. Schools and employers work together to enable young people to have the skills to be ready for work.</i></p>	<p><i>Collectively, further, higher and community education adapt delivery models to meet the upskilling need of both the unemployed and those already in work (e.g. increased part-time, modularised and independent learning provision)</i></p>	<p><i>Continue to develop skills and education provision in line with the vision for the city.</i></p>
<p><i>Ensure people have an understanding of local skills priorities / significant capital investments in the area, and the employment / career opportunities they present.</i></p>	<p><i>Give every young person in Newport the opportunity to engage with employers as early as possible and by the age of 15</i></p>	
<p><i>Collaborative development of career pathways across all partners (e.g. apprenticeships).</i></p>		
<p><i>Develop appropriate provision for people from a range of circumstances, addressing and seeking to prevent disadvantage.</i></p>		
<p><i>Seek to maximise training opportunities from large scale infrastructure projects.</i></p>		
<p><i>Use the resources within the University of South Wales Early Years and Social Care Team, the Adverse Childhood Experiences (ACEs) Hub and other key partners to improve early years skills development.</i></p>		

 <p>How will we measure success?</p>	National Indicators	Other Indicators
	<p>City level and local outcome indicators the PSB will seek to impact on:</p>	<p>7) % of pupils who have achieved level 2 threshold</p> <p>8) % of adults with qualifications at the different levels of the National Qualification Framework</p> <p>10) Gross disposable household income per head</p> <p>16) % of people in employment who are have permanent contracts (or temporary contracts not seeking permanent employment) who earn more than 2/3 of the UK median wage</p> <p>17) Gender pay difference</p> <p>20) % of people moderately or very satisfied with their jobs</p> <p>37. % of people who can speak Welsh.</p>

<h2>Green and Safe Spaces</h2> <p>Newport is a greener, healthier and safer place where all communities have easy access to quality greenspace for health, play and recreation.</p>	
 <p>Which Well-being Goals does this contribute to?</p>	<div style="display: flex; justify-content: space-around;"> <div style="background-color: yellow; padding: 5px; text-align: center;">A prosperous Wales</div> <div style="background-color: orange; padding: 5px; text-align: center;">A resilient Wales</div> <div style="background-color: red; padding: 5px; text-align: center;">A healthier Wales</div> <div style="background-color: darkred; padding: 5px; text-align: center;">A more equal Wales</div> <div style="background-color: darkblue; padding: 5px; text-align: center;">A Wales of cohesive communities</div> <div style="background-color: blue; padding: 5px; text-align: center;">A Wales of vibrant culture and thriving Welsh language</div> <div style="background-color: lightblue; padding: 5px; text-align: center;">A globally responsible Wales</div> </div>
 <p>Which Well-being Objectives does this contribute to?</p>	<div style="display: flex; justify-content: space-around;"> <div style="background-color: lightblue; padding: 5px; text-align: center;">People feel good about living, working, visiting and investing in Newport</div> <div style="background-color: lightblue; padding: 5px; text-align: center;">People have skills and opportunities to find suitable work and contribute to sustainable economic growth</div> <div style="background-color: lightblue; padding: 5px; text-align: center;">People and communities are friendly, confident and empowered to improve their well-being</div> <div style="background-color: lightblue; padding: 5px; text-align: center;">Newport has healthy, safe and resilient environments</div> </div>
<p style="text-align: center;">Which Priorities does this contribute to?</p> <p>1) Improve the perceptions of Newport as a place to live, work, visit and invest in; 2) Drive up skills for economic and social well-being; 3) Support regeneration and economic growth: A greener, healthier, safer Newport will attract and retain more inward investment, generate a sense of pride and ultimately change negative perceptions. Regeneration should follow the principles of Sustainable Development working through nature based solutions. Opportunities for volunteering and apprenticeships which can lead to real economic prosperity, improved mental and physical health, better levels of educational attainment, and resilience.</p> <p>4) Provide children and young people with the best start in life; 5) Long and healthy lives for all: Children need access to safe clean places to play outdoors. Access to high quality greenspace is a massive opportunity to improve the health of the residents.</p> <p>6) Ensuring people feel safe in their communities: Environmental crime and antisocial behaviour can discourage people from using their natural green spaces for recreation and associated well-being benefits.</p> <p>8) People feel part of their community and have a sense of belonging: Environmental projects provide a great way to bring people together, and create a sense of pride in their local area.</p> <p>9) Participation in physical activity and sports is important for people’s well-being: Newport’s parks and green spaces represent a great opportunity to increase physical activity through outdoor recreation – and it is free to the user.</p> <p>10) Participation in arts, heritage and history is important for people’s well-being: There are close links between the environment and culture. Newport’s environment has been shaped by its past. There are opportunities for cultural projects celebrating Newport’s history while promoting its environment.</p> <p>11) Newport has clean and safe environments for people to use and enjoy; 12) Improve Air Quality across the city; 13) Communities are resilient to climate change: Access to parks, green spaces and the surrounding countryside is one of the most valued aspects of life in Newport. Poor air quality can deter people with respiratory illnesses from going outdoors. Also it is known that in some circumstances appropriately planted trees can reduce levels of air pollution. Urban trees are also known to have a cooling effect mitigating the impact of heatwaves. Well connected greenspaces, with the right species in the right place can offer a refuge for wildlife that will ensure the survival and reversal of decline. Safeguarding pollinators and habitat across an area such as the Gwent Levels will be vital, and a well-functioning landscape can support local community resilience to the effects of climate change.</p>	

What steps will we take?		
Short term (0-5 years)	Medium Term (5-10 years)	Long Term (10-25 years)
Develop a collaborative Newport wide green infrastructure vision and plan which is adopted and delivered by all PSB partners	Communities have clear mechanisms for how they can lever benefits, create jobs, and prosper from Newport’s green infrastructure resource	<p>25 year vision: Newport is Wales’s most improved Urban area across all measurable metrics”</p> <ul style="list-style-type: none"> Communities have access to high quality green spaces and are using these for recreation, travel and exercise. Environmental crime and antisocial behaviour is minimised. The city is completely navigable on traffic free sustainable / active travel routes that form part of the connected green infrastructure network. Communities are actively involved in managing their green spaces The benefits of green infrastructure are being maximised and are generating multiple economic and cultural benefits.
All PSB partners can clearly articulate and demonstrate the benefit of green infrastructure in their services and are working together to maximise tangible benefits (measured and set from the data & trend analysis)	Measureable levels of fly tipping, arson, crime and other antisocial behaviour have stabilised and a downward trend is evident.	
Identify and apply a preventative approach to targeting crime, antisocial behaviour and challenging negative perceptions that deter people from using green spaces and parks.	Communities taking an active role in managing, deciding upon and benefiting from their green infrastructure network based on their well-being needs, but actively supported by PSB partners who facilitate and enable this mass participation.	
Maintain, promote and mobilise people and communities to use green spaces for recreation and physical activity.		

 <p>How will we measure success?</p> <p>City level and local outcome indicators the PSB will seek to impact on:</p>	National Indicators	Other Indicators
	25. Percentage of people feeling safe at home, walking in the local area, and when travelling	<ul style="list-style-type: none"> % accessible “urban” green space % of total greenspace/green infrastructure
	26. Percentage of people satisfied with local area as a place to live	<ul style="list-style-type: none"> % of high quality nature
	28. Percentage of people who volunteer	<ul style="list-style-type: none"> Numbers of sites meeting full green flag criteria
	29. Mean mental well-being score for people	<ul style="list-style-type: none"> Numbers of sites meeting community managed criteria
	38. Percentage of people participating in sporting activities three or more times a week.	<ul style="list-style-type: none"> Identify sites /areas that have the highest potential to reconnect & improve fragmented habitats (especially important in creating resilience against climate change /extreme weather effects, mitigation of pollution and reducing further biodiversity loss)
	40. Percentage of designated historic environment assets that are in stable or improved conditions.	
	43. Areas of healthy ecosystems in Wales	
44. Status of Biological diversity in Wales	<ul style="list-style-type: none"> % of people who are obese/ overweight 	

<h2>Sustainable Travel</h2>	Efficient, safe and accessible transport with overall low impact on the environment, including walking and cycling, low and ultra-low emission vehicles, car sharing and better connected public transport							
	Which Well-being Goals does this contribute to?	A prosperous Wales	A resilient Wales	A healthier Wales	A more equal Wales	A Wales of cohesive communities	A Wales of vibrant culture and thriving Welsh language	A globally responsible Wales
	Which Well-being Objectives does this contribute to?	People feel good about living, working, visiting and investing in Newport		People have skills and opportunities to find suitable work and contribute to sustainable economic growth		People and communities are friendly, confident and empowered to improve their well-being		Newport has healthy, safe and resilient environments
Which Priorities does this contribute to?		8) People feel part of their community and have a sense of belonging: Behaviour change is needed to encourage people to use active travel or public transport and reduce the use of the car. This will require community engagement and provides an opportunity to bring people together around a common issue.						
1) Improve the perceptions of Newport as a place to work, visit and invest in: By modernising our transport infrastructure Newport has an opportunity to challenge negative perceptions about the city. Newport is a size where the PSB can make a real difference.		10) Participation in physical activity & sports is important for people's well-being: Active travel is a form of physical activity and is good for people's health and well-being.						
4) Provide children and young people with the best start in life; 5) Long and healthy lives for all: Increasing levels of sustainable travel improve air quality and have a beneficial effect on people's health, especially those suffering from Asthma and other respiratory disease. Encouraging people to walk and cycle to school and work will reduce poor air quality while engendering healthy behaviours for life and reducing obesity.		11) Newport has a clean and safe environments for people to use and enjoy: Well connected greenspaces can offer a refuge for biodiversity.						
		12) Improve air quality across the city: Increasing sustainable travel will improve air quality.						
		13) Communities are resilient to climate change – Increasing sustainable travel will aid efforts towards decarbonisation of the transport network to minimise the impact of climate change and global warming.						

What steps will we take?		
Short term (0-5 years)	Medium Term (5-10 years)	Long Term (10-25 years)
1) PSB to become champions of sustainable travel, leading by example and reducing the public sector's contribution to air pollution. To include:		
<ul style="list-style-type: none"> Agree and implement a joint sustainable travel plan for all PSB organisations to encourage the use of public transport, walking and cycling. 10% of PSB vehicle fleet to be ultra-low/zero emissions. Be the voice for the local area for regional schemes impacting on travel choices and air quality. Support the implementation of the new air quality supplementary planning guidance. Use technology to reduce travel for people accessing services and travelling to work. 	<ul style="list-style-type: none"> Continue to implement the joint sustainable travel plan. 50% of PSB vehicle fleet to be ultra-low/zero emissions. 	<ul style="list-style-type: none"> Continue to implement the joint sustainable travel plan. 100% of PSB vehicle fleet to be ultra-low/zero emissions.
2) Create an environment where public transport, walking and cycling is prioritised. To include:		
<ul style="list-style-type: none"> Prioritise walking and cycling infrastructure. Implement on street bike share across the city. Target active travel for the school run. Tackle illegal parking and prioritise walking and cycling in highway design. Partner with other cities successfully encouraging walking and cycling. 	<ul style="list-style-type: none"> Continue to prioritise walking and cycling infrastructure. Work with bus providers to implement a low emission bus fleet. 	<ul style="list-style-type: none"> Make Newport an active travel friendly city with high profile endorsement by the PSB. Develop low emission zones / clean air zones.
3) Encourage the use of ultra-low /zero emission vehicles. To include:		
<ul style="list-style-type: none"> Support the installation of electric charging points across the city to encourage the use of electric vehicles. 	<ul style="list-style-type: none"> Support and encourage the Newport taxi fleet to move to zero (or ultra-low) emission taxis. Develop HGV/ LGV fuel economy partnership scheme. 	

 <p>How will we measure success?</p>	National Indicators	Other Indicators
	4) Nitrogen dioxide (NO ₂) pollution levels in the air	<ul style="list-style-type: none"> Particulate matter (PM₁₀, PM_{2.5}) pollution levels in the air
	14) The ecological footprint of Wales	<ul style="list-style-type: none"> No. of vehicles and fleet composition
	40) Emissions of Green Houses Gasses within Wales	<ul style="list-style-type: none"> % of people who walk or cycle for active travel No. of electric vehicle charging points % of children who typically walk or cycle to school % of people who are obese/ overweight

City level and local outcome indicators the PSB will seek to impact on:

Chapter 4: Next Steps

Implementing and monitoring progress of the plan

The measurements that have been set out in the plan against each intervention will assist the PSB in evaluating the level of success in raising the well-being of the city, and identify areas that require additional focus or revised commitments.

Progress will be monitored throughout the year and reported annually. The measures chosen are a combination of national, regional and local indicators, selected to clearly demonstrate progress against each intervention and objective.

It is recognised that while reporting annually, and the need to demonstrate short term impact, many of the progress measures chosen will require a long-term view in order to achieve the desired outcome.

Engagement and Involvement

Engaging and involving local people was key to developing the priorities and interventions within this plan. In delivering the Well-being Plan we will continue this by working differently to promote greater engagement and particularly involvement of local people and groups in the decisions which affect them.

As mentioned earlier in the plan the Well-being of Future Generations (Wales) Act 2015 is intended to bring about sustainable development by improving the economic, social, environmental and cultural well-being of Wales and Newport. The Act requires public bodies to work collaboratively, to think more about the long term, to work better with people, communities and to anticipate and prevent problems.

Under the Act engagement and 'involvement' becomes a key principle of sustainable development and an essential part of public service planning and delivery. The Act places a clear requirement on all devolved Welsh public services to **involve** "a diversity of the population in the decisions that affect them". Meeting this statutory duty will require the involvement of numerous different sections of the population by:

- **Characteristics**

Including protected characteristics under the Equalities Act 2010, these are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, religion, sex, sexual orientation. The responses from these groups should be specifically monitored and analysed to identify any differences from the wider population.

- **Area**

Ensuring geographical communities from across the local authority area are involved.

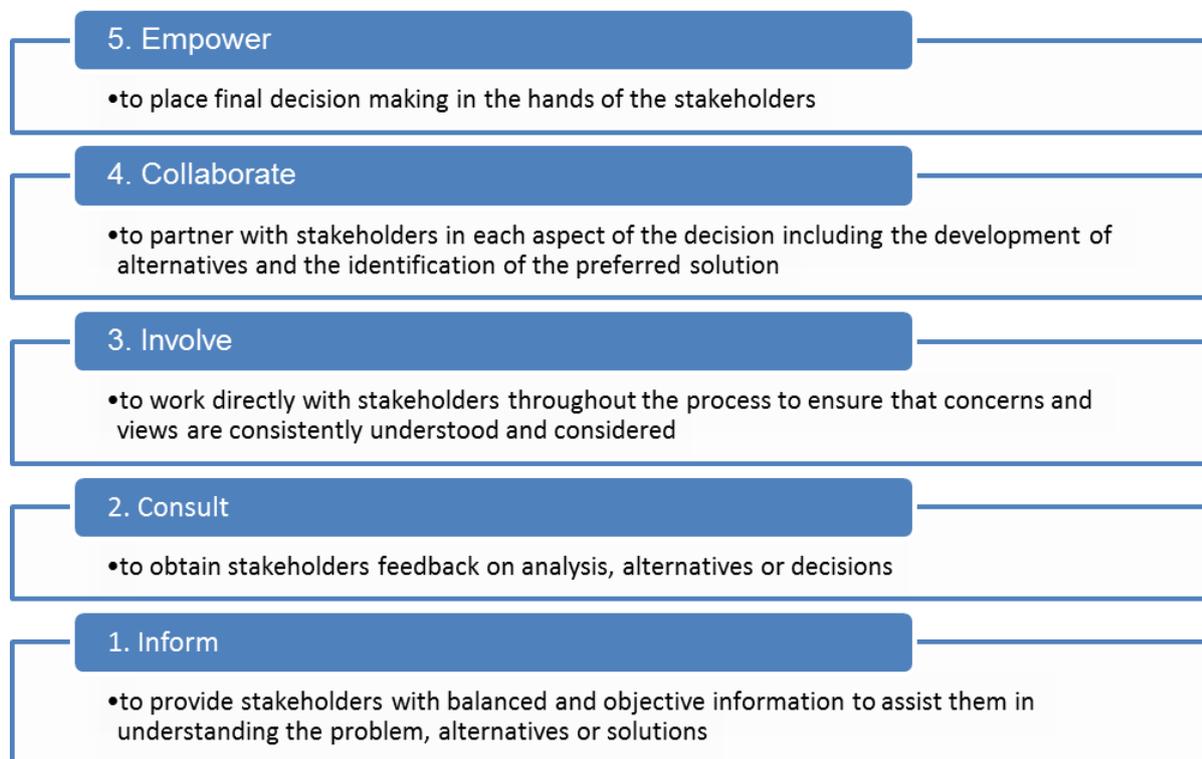
- **Sector**

Seeking the views and involvement of public sector partners, third sector organisations, education institutions and the local business community.

The Act guidance states that public bodies "... must ensure that the people they involve reflect the diversity of the population that they serve. This entails involving the people and communities whose well-being they are seeking to improve. The sustainable development principle recognises both the needs of current and future generations..." and includes children and young people and older people." The 'involvement' duty under the Act builds on similar existing duties as set out in the National Principles for Public Engagement and the National Participation Standards for Children and Young People.

The 'involvement' duty will require a shift in how we and our partners work with the public, service users and other stakeholders. The challenge will require us to increasingly support the collaboration and empowerment of stakeholders; this is shown in the following hierarchy which shows the progressive shift from passive to empowering forms of engagement.

The Hierarchy of Engagement Methods



In delivering the Well-being Plan interventions, we will be mindful of the duty to involve stakeholders and to support bottom-up approaches to improving local well-being. The One Newport PSB engagement strategy will be revised so that it sets the direction and provides a framework for this to happen.

If you would like to be involved in the development and implementation of the Plan going forward please contact the One Newport Partnership Support Team.

More Information

A number of supporting documents have been developed as follows:

[Well-being Assessment and Plan progress log](#)

[Community Well-being Profile \(Local Well-being Assessment\)](#)

[Choosing Emerging Priorities](#)

[Response Analysis \(RA1\) – Understanding Outcomes](#)

[Response Analysis \(RA2\) – Linking Interventions to Outcomes](#)

[Well-being Plan \(Easy read version\) – under development](#)

[Well-being Plan \(Welsh Language version\) – under development](#)

[Well-being Plan \(Animation\)](#)

For further information about One Newport PSB, the Local Well-being Plan or partnership arrangements in the city please visit our website at <http://onewportlsb.newport.gov.uk>

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Appendix 1: Other Plans

We have endeavoured to write a Well-being Plan that is targeted and focused. As such the plan does not include all the work that is going on in Newport that contributes to the Well-being Goals.

There are a number of other partnerships that deliver on specific agendas in Newport and at a regional level. We have ensured that the actions identified in the plan complement and support other work and do not duplicate efforts.

Some of the other main partnerships and plans are listed below:

Cardiff Capital Region (CCR)

The CCR City Deal is an agreement between the UK government, the Welsh government and the ten leaders of the local CCR. The ten local authorities are Blaenau Gwent, Bridgend, Caerphilly, Cardiff, Merthyr Tydfil, Monmouthshire, Newport, Rhondda Cynon Taff, Torfaen and Vale of Glamorgan.

The overarching goal of the City Deal is to generally improve economic conditions in the area, the specific aims of the CCR can be summarised to: improve productivity; tackle worklessness; build on foundations of innovation; invest in physical and digital infrastructure; provide support for business; and ensure that any economic benefits are felt across the region. A core project of the City Deal is the delivery of an integrated South Wales Metro.

The UK Government and Welsh Government have committed £1.1bn to the City Deal – which is supported by an additional £120m committed from the 10 local authority partners.

Gwent Strategic Well-being Assessment Group (GSWAG)

This group was set up to share best practice across the Gwent area in the development of the Well-being Assessments and the Well-being Plan. Representatives from the five local authorities Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen, Natural Resources Wales, South Wales Fire & Rescue Service, Public Health Wales representing Aneurin Bevan University Health Board, Gwent Police Heddllu, Police & Crime Commissioner's Office and the Gwent Health and Social Care Transformation Team are members of the group.

This group has worked on a number of regional projects to assist in the well-being planning work. Most recently they have developed a set of regional priorities that could be worked on across the Gwent area.

Regional Partnership Board (RPB) - Joint Area Plan

The Social Services & Well-being (SSW) (Wales) Act 2014 requires a Joint Area Plan to be developed on the local health board footprint. The joint area plan should set out the specific care and support services proposed to be provided or arranged in relation to each core theme. The core themes are children and young people, older people, health and physically disabled people, people with learning disabilities and autism spectrum disorder, mental health, sensory impairment, carers who need support and violence against women, domestic abuse and sexual violence. This plan will be published in April 2018 and the Gwent RPB will be responsible for implementing the plan in the greater Gwent area (Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen).

Gwent-wide Adult Safeguarding Board (GWASB)

The GWASB is the forum responsible for the strategic leadership, monitoring and reviewing of adult safeguarding practice in Gwent; and is as an opportunity for partners to work together across the region, to

embed interagency partnership for the strategic leadership, monitoring and reviewing of adult safeguarding practice.

South East Wales Safeguarding Children Board (SEWSCB)

Safeguarding and promoting the welfare of children requires effective coordination in every local area and the SSW Act puts in place regional Safeguarding Children Boards, which are the key statutory mechanism for agreeing how the relevant organisations in each local area will cooperate to safeguard and promote the welfare of children, and for ensuring the effectiveness of what they do. The SEWSCB has replaced the five former Local Safeguarding Children Boards in Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen.

South East Wales Violence against Women, Domestic Abuse and Sexual Violence (VAWDASV) Partnership Board

The VAWDASV (Wales) 2015 Act aims to improve the Public Sector response by providing the strategic focus to improve the arrangements for the prevention, protection and support for individuals affected by such violence and abuse.

The SE Wales VAWDASV board has been established to provide the governance vehicle for the regional partnership for related services. The Board parallels the SE Wales SEWSCB and GWASB. All three boards will link together to provide a framework of safeguarding governance and will ensure that communication links exist with strategic multi-agency partnerships working across the region including the RPB.

Gwent Substance Misuse Area Planning Board (APB)

The APB covers Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen and contains representatives of these five local authorities; membership is also drawn from Aneurin Bevan University Health Board (ABUHB), Gwent Police, National Offender Management Service (NOMS), Aneurin Bevan Gwent Public Health Team and a representative for service users and carers. The Gwent APB provides advice and support to responsible authorities in order to plan, commission and monitor delivery of high quality treatment and prevention services that are based on the needs of substance misusers, families and communities. The APB currently discharges an annual regional SMAF budget of £4.4m on behalf of the 5 local authorities to provide adult and young person's drug, alcohol and family support services within the region.

Gwent Police & Crime Plan

The Gwent Police and Crime Plan – Delivering a Safer Gwent was published in April 2017. This plan sets out the Police and Crime Commissioner's police and crime priorities for Gwent for the next three years. The priorities identified in the plan are crime prevention, supporting victims, community cohesion, tackling antisocial behaviour and effective service delivery. This plan is overseen by the Police and Crime Panel. The Gwent Police and Crime Panel provides support and challenge to the Commissioner by way of whether the aims of the plan have been achieved.

Gwent Local Criminal Justice Board

The Gwent Local Criminal Justice Board (GLCJB) is a non-statutory partnership which brings together the core criminal justice agencies together with a range of key stakeholders in order to improve the efficiency and effectiveness of the local criminal justice system.

The GLCJB is responsible for delivering area level contributions to deliver a fair, efficient and effective Criminal Justice System.

Newport Economic Network (NEN)

The NEN was established in 2014, with representatives from business, education, housing, sport, Welsh Government, leisure, tourism and the city council. The purpose of the network is *“a collective of stakeholders with a mutual interest to promote and develop the economy of Newport. The network will identify key priorities, marshal resources and co-ordinate activity to deliver economic opportunities for all communities across the city”*.

SIR FYNWY

MONMOUTHSHIRE



Monmouthshire Public Service Board Well-being Plan



Version Control

Title	Monmouthshire Well-being Plan
Purpose	Public bodies under the well-being of Future Generations must come together as a Public Service Board and set well-being objectives for Monmouthshire which are set out in this plan.
Owner	Public Service Board
Approved by	Public Service Board and constituent partners
Date	February 2018
Version Number	4.0
Status	Final for approval
Review Frequency	Annual
Next review date	July 2019

For further information see www.monmouthshire.gov.uk/our-monmouthshire

An Annex has been produced as a supplement to this Well-being Plan. Some of the Annex content was contained as Appendices within the draft Well-being Plan. It contains background information about the Well-being Assessment, the process that was used to move from the Well-being Assessment to the Well-being Plan and how the final objectives were selected.



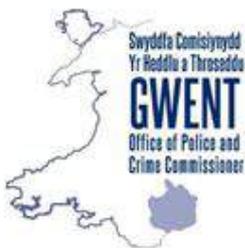
Monmouthshire Public Service Board partners:



South Wales Fire and Rescue Service



Gwasanaeth Tân ac Achub De Cymru



Gwent Association of Voluntary Organisations
Cymdeithas Mudiadau Gwirfoddol Gwent

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Foreword

“Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has.”

Margaret Mead

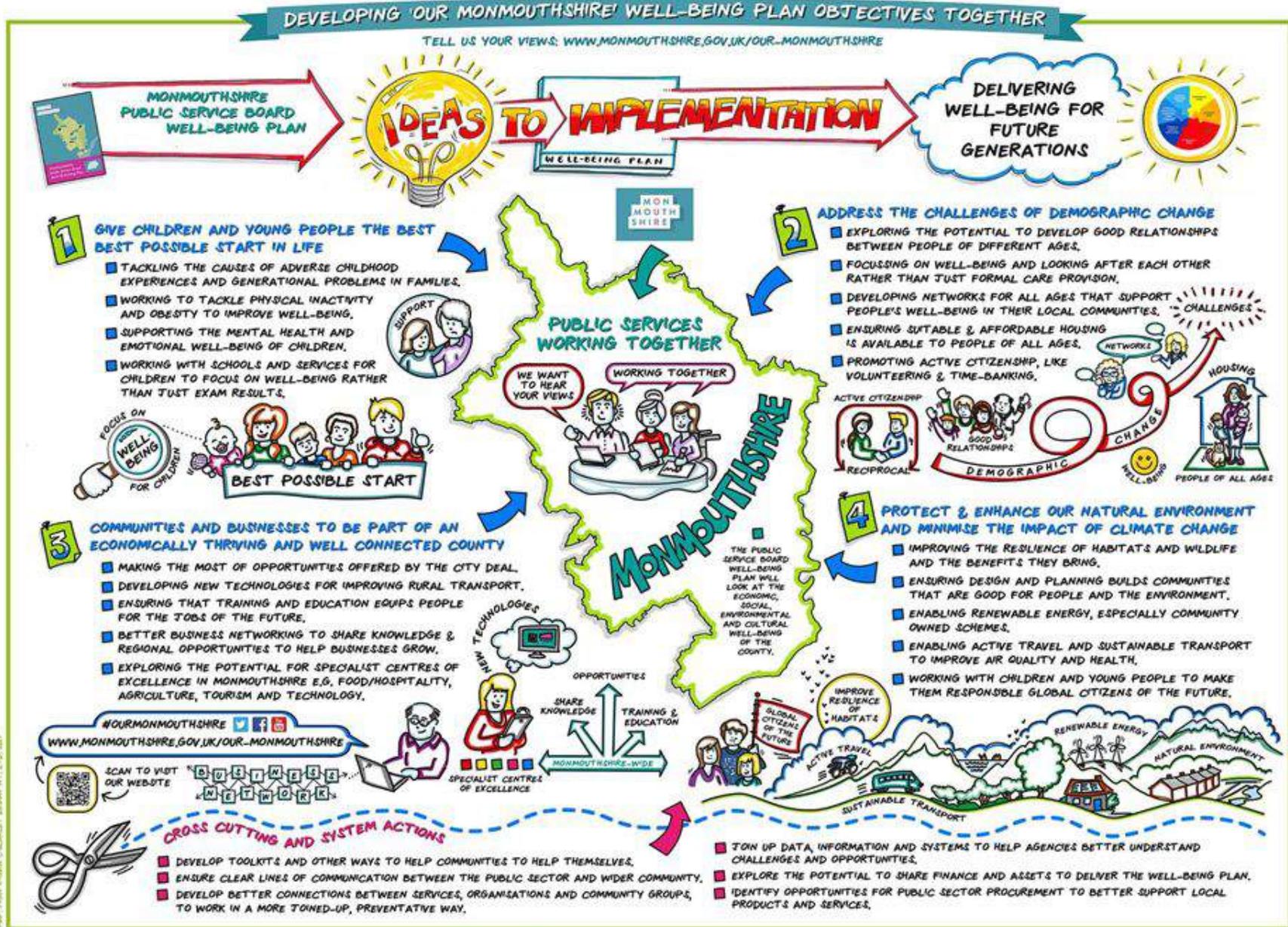
Monmouthshire is an incredible place blessed with wonderful people and strong communities. It’s the sort of place that people want to spend time because it is beautiful here. It’s also a place that faces challenges - now and in the future. We have to contend with house prices that are not affordable to all families, income and health inequalities, poor public transport and difficulties accessing the digital world. Market failure within a rural context doesn’t get many press headlines but it is real and it does impact our lives. We look forward to living longer and expect to see more issues associated with climate change. These are really complex things. We need to front up to them if we want to find a great future for ourselves and our children.

This Well-being Plan has been developed based on evidence derived from extensive engagement with people and groups across Monmouthshire. In addition, we have analysed a wide range of data, reports and academic studies to help us understand well-being and surface some of the biggest opportunities and challenges facing the county. We know we can’t take on everything so we wanted to assure ourselves that we are taking on the things that really matter to you.

This is not a plan to deal with easy things or to record tick-box projects that individual organisations are capable of delivering on their own. This plan is about the hard stuff. The long-term things that are difficult to start and even harder to sustain. The things that need public services to come together to act with you and on your behalf. We know this won’t be perfect and we accept that new opportunities will arise. We will be alive to change and we will continue to expose ourselves to emerging practice and ideas from around the globe.

But above all else, this is a call to action for you. It will be your families, your villages and towns, your loved ones that are impacted by what is done. The days of being passive recipients of state-funded services are gone. We are asking you to join with us and make a contribution. We are asking you to offer back to your communities the things that you are uniquely placed to offer. We are asking you to join with us and help us set a path for this beautiful county as we start to think about the 22nd century. We ask of you no more than you are able and willing to offer. Together we can create the conditions for Monmouthshire to continue to be a place full of *‘sustainable, resilient communities’*.

Paul Matthews
Chair of Monmouthshire Public Service Board



Why a Well-being Plan?

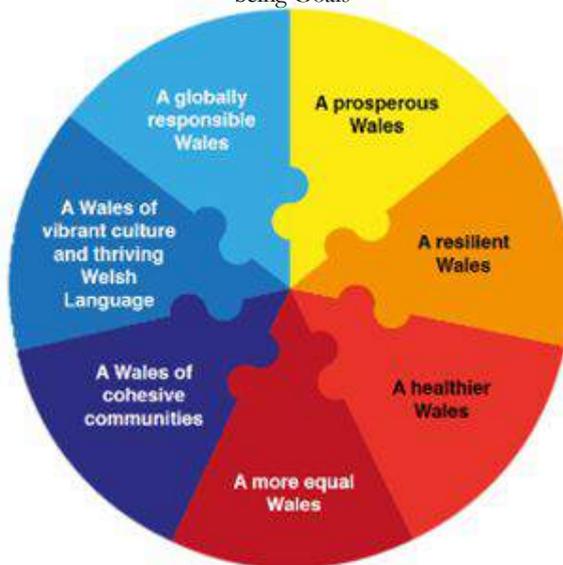
The Well-Being of Future Generations Act

In April 2016 Welsh Government introduced The Well-being of Future Generations Act. This groundbreaking piece of legislation is about improving the social, economic, environmental and cultural well-being of our nation, our county and the communities that make it what it is.

The Act sets out how public services in Wales need to think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. These are referred to as the five ways of working. By acting in this way we stand a much better chance of creating a place that we all want to live in, now and in the future.

To make sure that public services are all working towards the same vision, the Act puts in place seven well-being goals which you can see in this diagram.

Well-being of Future Generations Act: Well-being Goals



The public bodies that are bound by the Act need to set their own well-being objectives by 31 March each year. They must also come together as a Public Service Board and set well-being objectives for the county as a whole which is set out in this plan. This is done every five years.

The Public Service Board

The four statutory members of the Public Service Board (PSB) are the Local Authority, Local Health Board, Fire and Rescue Authority and Natural Resources Wales. Other organisations are also invited; in Monmouthshire, this includes Public Health Wales, Gwent Police, Police and Crime Commissioner for Gwent, Monmouthshire Housing Association, Melin Homes and voluntary organisations represented through the Gwent Association of Voluntary Organisations. PSBs must prepare and publish an assessment of local well-being, produce a well-being plan and report annually on its progress. This is Monmouthshire Public Service Board’s first well-being plan and it sets the objectives all PSB members will commit to strive to achieve.

The PSB is held to account in several ways, including through a dedicated Select Committee and through the input of the Future Generations Commissioner, described in more detail below.

PSB Scrutiny

Local government has been given the responsibility for scrutinising the PSB and ensuring the principles of the Well-being of Future Generations Act are applied to any policy or decisions taken

across Monmouthshire. Monmouthshire County Council established the PSB Select Committee in June 2016, and they have scrutinised the work of the PSB since its conception.

The Select Committee has had a key role to play in challenging the rigour of the processes undertaken to develop the Well-being Assessment and Plan.

They have met regularly to oversee and scrutinise the development and content of the Well-being Assessment and Well-being Plan, as well as looking at the way the PSB has been formed and how it operates and makes decisions.

Future Generations Commissioner

The general duty of the Future Generations Commissioner for Wales is to promote the sustainable development principle (the five ways of working) and to act as a guardian of the ability of future generations to meet their needs, by encouraging public bodies to take greater account of the long-term impact of the things they do.

The Commissioner gave detailed feedback on the Well-being Assessment which informed the development of the Well-being Plan. The Commissioner also provided advice on how to take steps to meet the local objectives set out in the plan in a manner which is consistent with the sustainable development principle. The Plan has taken this advice into account.

How does the Well-being Plan link with what else is happening in Monmouthshire?

The Public Service Board and Partnerships in Monmouthshire

The Partnership landscape in Monmouthshire fully embraces multi-agency working, with representation from a wide range of partner organisations, including the third sector, who work collaboratively to improve the outcomes for Monmouthshire residents. Further information on the current structure of partnership working under the Public Service Board can be seen in the Annex document which accompanies the Plan.

The partnerships have been involved in developing the objectives contributing their views on key issues that the PSB need to be aware of to inform their development of the Well-being Plan. Collaboration and partnership working will continue to form an important part of the delivery mechanism across the county and the partnerships will be integral to delivering the PSB objectives. It is fundamental within Monmouthshire that our multi-agency partnerships have a continued role in taking steps to address the key issues and opportunities highlighted in the well-being assessment, some of which may not involve direct delivery towards the PSB objectives, but will still be addressed and may contribute as work progresses.

Town and Community Councils

There are 4 Town Councils within Monmouthshire which meet the criteria of the Act: Abergavenny, Caldicot, Chepstow and Monmouth Town Councils. This means that they must take “reasonable steps” to meet the objectives of this Well-being Plan and report on progress annually.

The PSB recognise the valuable contribution all Town and Community Councils fulfil within our communities and the PSB are exploring every opportunity to work with Town and Community

Councils to deliver the Well-being objectives. All Town and Community Councils, including those covered by the Act have been consulted on the Well-being Assessment and Plan and are encouraged to consider how they can contribute to meeting the Plan's objectives.

Future Monmouthshire

The Future Monmouthshire programme has been designed to align with the principles of the Future Generations Act. It is led by Monmouthshire County Council and was agreed by other partners of the PSB to form part of its thinking as it develops well-being objectives and the steps it will take to meet these, recognising the need to act collaboratively to address the issues that are being recognised. The programme utilises methods and processes and draws in expertise to look at how the County remains relevant and viable for the next generation in the medium to long-term. This will involve keeping our eyes open and our heads up to adopt some of the new solutions around the UK and the wider world that could work here in Monmouthshire, while continuing to meet the needs of residents, visitors and businesses in the here-and-now.

Social Services and Well-being Act

This Act came into force in April 2016 to transform the way care and support is delivered making it a responsibility on more than just Local Authority Social Services departments. It is about promoting people's independence to give them a stronger voice and more control of the things that matter to them. It aims to support people of all ages through their families and communities so they are less dependent on institutional services. The Act:

- Encourages services to engage with and empower citizens
- Promotes independence and well-being
- Gives people who receive support and their carers control over their lives and the support they receive to maximise independence.

As part of the Act, a population needs assessment was completed at a regional (Gwent) level. This dovetailed with the Well-being Assessment and provided an assessment of needs and priorities for, health and social care within the Greater Gwent Region over a 3 - 5 year period. The needs assessment has informed the Area Plan which sets out the high-level outcomes and priorities for regional working across health, social care and the third sector, and will be focussing on:

- children and young people
- older people
- health & physical disabilities
- mental health
- people with learning disabilities
- sensory impairment
- carers
- people with autism spectrum disorders

Other legislation

The Act requires PSBs to consider a number of other pieces of legislation including the Equality Act 2010, the United Nations Convention on the Rights of the Child, the Welsh Language (Wales) Measure 2011 and the Environment Act 2016, and their impact on the Well-being Plan.

The PSB worked hard during the *Our Monmouthshire* engagement process to ensure that views of all people in Monmouthshire were incorporated, for example, work was undertaken with disability groups, older people, schools, a Welsh Medium school, youth groups, low-income groups and other under-represented groups. The objectives of this Plan have been informed by the views of these people, as well as by the wider population.

Alongside the Well-being of Future Generations Act, the Environment Act introduces a new biodiversity duty for public bodies in Wales. The natural environment was identified as one of Monmouthshire's biggest assets in the Well-being Assessment.

The objectives and steps outlined in this Plan set out areas which the PSB will focus on to improve well-being, which, if successful, will give children and young people the best possible start in life, will work to improve prosperity in the county, will make the most of the assets our older people bring whilst ensuring their needs are met and will maximise the benefits of our natural environment.

Meeting other statutory duties

PSBs can meet a number of other statutory duties through the Well-being Plan, including crime and disorder, substance misuse, children and families, mental health and violence against women, domestic abuse and sexual violence. Currently, Monmouthshire's Well-being Plan is not aiming to discharge these duties, which will instead be met through the work of other organisations and partnerships, such as the Gwent Violence against Women, Domestic Abuse and Sexual Violence Partnership Board and Safer Monmouthshire.

Developing the Well-being Assessment

In March 2017, the PSB adopted its well-being assessment. This was developed through extensive community engagement using the *Our Monmouthshire* process, combined with a detailed analysis of data, statistics, research and policy. The Assessment focussed on social, economic, environmental and cultural well-being both in the county as a whole, and also for our 5 geographical areas outlined in the Well-being Assessment: Abergavenny and the surrounding area, Chepstow and Lower Wye, Heart of Monmouthshire (comprising Usk and Raglan), Monmouth and surrounding area and Severnside (comprising Caldicot, Rogiet, Magor and Undy). A more detailed description of the process used to develop the assessment is in the supporting Annex to this plan. The full Well-being Assessment can be seen at www.monmouthshire.gov.uk/our-monmouthshire

The well-being assessment will be an ongoing and dynamic document. During the lifetime of this Well-being Plan, the assessment will continue to be a live document that will be updated and added to. The PSB will give further consideration as to how this is facilitated. The continued development and update of the well-being assessment will form a fundamental part of future reviews and any revisions of the well-being objectives.

The Well-being assessment highlighted a number of assets on which we can build a future for the people and communities of Monmouthshire and also a number of problems and challenges that need to be addressed. These have informed the development of the Well-being Objectives and steps. Further details of the challenges and opportunities are included in the Annex.

From well-being assessment to well-being objectives and steps

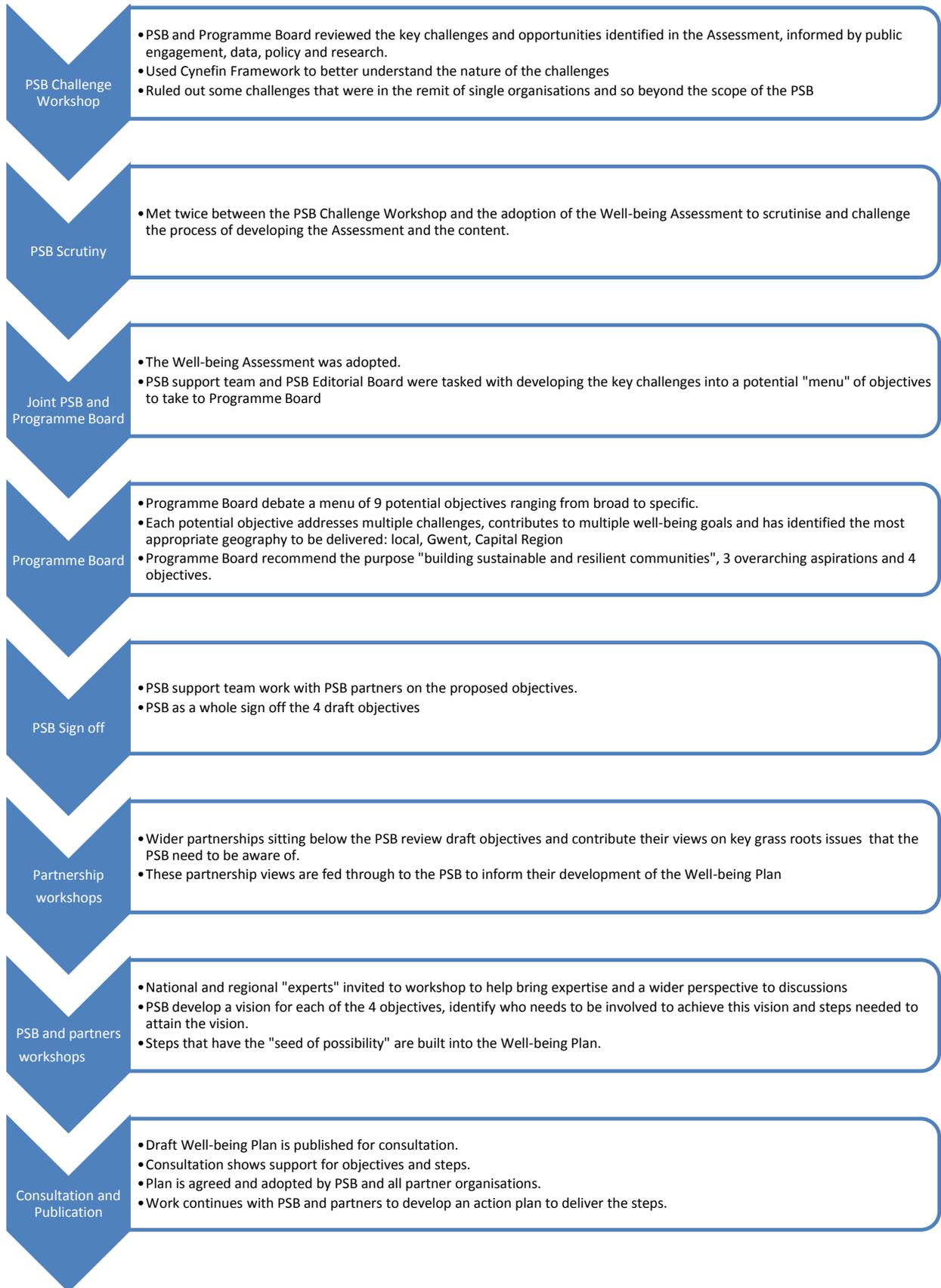
Following the completion of the Well-being Assessment, the Public Services Board prepared this local well-being plan setting out its local objectives and the steps it will take to meet them.

It was essential to have a rigorous process in place when moving from Well-being Assessment to Well-being Plan in order to ensure that the objectives chosen by the PSB were fully informed and shaped by the evidence produced by the Well-being Assessment and took an integrated approach to delivering against the well-being goals. These had to be the issues where collective action could be taken that would have a positive impact on well-being in those areas.

The steps taken to move from the well-being assessment to developing the plan are set out in the diagram below and more detail is given in the Methodology section in the Annex. The development of the steps to deliver the objectives was informed by an analysis of the outputs of a PSB workshop, along with evidence from the well-being assessment and other intelligence gathered through the process of developing the objectives, for example from the strategic partnership workshop sessions held.

The next stage in implementing the objectives and steps will be to work closely with partners to develop a detailed action plan, which will set out what actions need to happen, who will be involved and what the timescales will be, together with information about how we will measure whether the action has been effective in improving well-being. Further information on this process can be seen in the From Well-being Plan to Action section.

Process of moving from Well-being Assessment to Well-being Plan



Public Service Board Well-being objectives

In July 2017, the PSB agreed their purpose of *building sustainable and resilient communities*, three cross-cutting aspirations that will apply to all objectives and steps, and four well-being objectives – two about people and two about place, as shown in the following table:

Purpose	Building Sustainable and Resilient Communities	
Our aspiration is to:	Reduce inequalities between communities and within communities Support and protect vulnerable people Realise the benefits that the natural environment has to offer	
Our Well-being Objectives are:	<i>People / Citizens</i>	<i>Place / Communities</i>
	Provide children and young people with the best possible start in life	Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change
	Respond to the challenges associated with demographic change	Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.

The process to develop the objectives and the rationale for choosing them is provided in more detail in the Annex.

Applying the five ways of working

Throughout the process of developing the well-being plan, moving from the well-being assessment evidence through to developing the objectives and steps planned to deliver the objectives, the five ways of working have been applied. Likewise, as the steps are developed into actions the ways of working will be applied.

Long Term

The well-being plan aims to tackle challenging issues that cannot easily be solved in the short term. Many of the key challenges identified in the well-being assessment require long-term thinking and collaborative action to solve. Likewise, many of the proposed steps being taken to meet the well-being objectives will not be achieved in the short term and will require a concerted effort over time in order to generate long-term well-being benefits for future generations.

When planning for the future, the PSB has been mindful of future trends which will affect people, the economy and the environment of Monmouthshire. This has involved referring to Welsh Government information on Future Trends. In addition authorities in Gwent through the Gwent Strategic Well-being Assessment Group have commissioned specific work to develop an understanding of Future trends that could impact on well-being and delivery of public services in Gwent. This research will be completed to inform the development of the action plan and future reviews of the well-being plan will need to continue to take account of the evidence received from the future trends work and other evidence that emerges over the lifetime of the plan.

Engagement

Engagement with the public was key to the development of the well-being assessment through the *Our Monmouthshire* engagement process. This was carried out face to face in the street, at events, schools and community groups, as well as through an online survey, Twitter, Facebook and Monmouthshire Made Open. This grassroots input has shaped and informed the development of this well-being plan.

A 12-week consultation was held between November 2017 and February 2018 to gain thoughts and ideas on the well-being plan and inform actions that can be taken to deliver the objectives and steps set in the plan. We engaged with hundreds of people, in a variety of locations and through a variety of methods. Responses were gathered via social media, Monmouthshire Made Open, an online survey, paper surveys, forums targeting harder to reach groups such as young people, older people and people with disabilities and via visits to groups by invitation. The well-being plan was also shared through Monmouthshire's PSB strategic partnerships, Town and Community Councils and other networks. Further details on the results of the engagement is in the Annex

Integration

Throughout the well-being assessment and well-being plan processes, the PSB has placed a lot of importance on integration and the need to make sure that links are made between different issues. They have worked hard to ensure that the objectives and steps have not been considered in isolation. For example, the Editorial Board took the decision to hold one workshop looking at all four objectives, rather than separate workshops for each, to ensure that they are considered in conjunction with each other. Time was built into the workshop for delegates to move between objectives so that a joined-up approach was taken. Likewise, the steps outlined for each of the objectives below indicate which of the other objectives they have an impact on. Ensuring that solutions are integrated will be key when delivering the objectives, and consideration will be given to whether a Future Generations Evaluation (similar to the one adopted by Monmouthshire Council or the Commissioner's Future Generations Framework) should be used for PSB projects, to ensure that they contribute to the well-being goals and five ways of working. It may be appropriate for these evaluations to be completed by the lead organisation in accordance with the governance arrangements of individual public bodies.

Delivering the steps in the Well-being will also need to be done in an integrated way. Work to progress each of the steps will inevitably impact on other steps, and some of the steps are likely to be developed together to reduce the likelihood of "silo working". Consideration will also need to be given to how the aspirations of the PSB, which are cross-cutting, are integrated when progressing the steps.

The following matrix demonstrates how the steps (summarised on the axis) will impact on each other, with the most significant impacts shaded in blue.

How each of the steps integrates with other steps

	ACES	Obesity	Wellbeing in Schools	Mental Health	Housing	Intergenerational living	Active citizenship	Model of care	Networks of support	Ecosystem resilience	Design and Planning	Renewables	Active/Sustainable	Sustainability education	City Deal	Education business	Rural transport	Business networks	Centres of excellence
ACES	█		█	█															
Obesity		█								█	█		█	█					
Wellbeing in Schools	█		█	█										█		█			█
Mental Health	█		█	█										█					
Housing					█	█	█	█		█	█	█	█		█				
Intergenerational living					█	█	█	█		█	█								
Active citizenship						█	█	█		█			█			█	█		
Model of care					█	█	█	█											
Networks of support					█	█	█	█	█										
Ecosystem resilience		█								█	█	█	█	█					█
Design and Planning		█			█	█				█	█	█	█				█		
Renewables					█					█	█	█	█	█			█	█	
Active/Sustainable travel		█			█					█	█	█	█	█	█		█		
Sustainability education		█	█	█			█			█		█	█	█	█	█			
City Deal					█								█		█	█	█	█	█
Education business links			█				█						█	█	█	█	█		█
Rural transport							█				█	█	█		█		█	█	
Business networks												█			█			█	█
Centres of excellence			█							█					█	█		█	█

Collaboration

Collaboration is intrinsic to the success of the PSB and the objectives chosen cannot be delivered without collaboration. PSB partners have worked closely together to engage with communities, share data and produce the well-being assessment. The Editorial Board have continued to meet during the development of the well-being objectives and plan. The PSB took the decision to ask the Programme Board to undertake the initial development of the objectives, recognising the skills and expertise held by other tiers of staff within their organisations. The PSB Programme Board (which mirrors the PSB partners (at a deputy/Chief Officer/Heads of Service level) were able to apply their knowledge and understanding of the challenges that sat within the four PSB objectives, which has helped inform the PSB's thinking. Partnership workshops were held to inform the PSB workshop in October 2017, giving a wide range of partners the chance to share their insights and experiences with the PSB. At the October workshop, a wide range of organisations and experts from across Wales took part in discussions to develop the steps in this plan.

From October 2017 to January 2018, the proposed objectives and steps were taken to every strategic partnership, together with the PSB and Programme Board, for consideration and discussion, and to begin to develop their response.

The challenges arising from the Well-Assessment can only be tackled through partnership working and the steps identified in the objectives will require collaboration to address them. PSB partners need to fully understand their collective contribution to each objective and how they can work better together to deliver future steps. The action plan to be developed will identify a lead partner and/or strategic partnership for each step who will be responsible for coordinating action to deliver that step. In developing the action plan, wider potential collaborators will also be identified and approached to help deliver the steps.

In some cases, this collaboration may be done at a Gwent level, for example through the work of the Gwent Strategic Well-being Assessment Group.

Prevention

Taking a preventative approach by acting now to prevent long-term problems is central to the Well-being of Future Generations Act and central to the way the PSB works. The steps that the PSB will focus on outlined in the Plan all focus on what can be done now to prevent long-term problems. The PSB recognise that whilst intervention now may have a short-term cost, a preventative approach will save money and prevent problems in the longer term.

As the details of the subsequent action plan are developed, using the double diamond approach set out in the Annex, careful thought will be given to ensure that steps taken now might prevent problems from getting worse and how this will shape the steps the PSB will take.

Explaining the objectives

This explains the template used to set out the well-being objectives:

<p>Discover - Situation analysis</p> <p>The well-being assessment provides an analysis of the economic, social, environmental and cultural well-being of Monmouthshire as a whole as well as more localised areas. This section sets out the relevant key issues and challenges from the well-being assessment that the objective will have an impact on.</p>
<p>Define - Response analysis</p> <p>Informed and shaped by the evidence produced by the Well-being Assessment this section describes in more detail an initial analysis of individual issues and themes that have informed the development of the objective.</p>
<p>Well-being goals contributed to</p> <p>The table demonstrates how each of the objectives contributes to the national well-being goals. Many of the objectives cover several well-being goals, and some could potentially even contribute to all of the goals. The goals highlighted indicate where there is a most significant contribution by the objective to the achievement of a goal.</p> <p>A short description is giving to demonstrate how the steps will maximise contribution to each of the goals. Further detail on how the step maximises contribution to the goals will emerge as a detailed action plan is developed to deliver the steps.</p>
<p>Delivering the Solution</p> <p>This highlights the key steps the PSB proposes to take meet the objective. An action plan will be developed once the Well-being Plan is published which will give details of how the steps will be delivered.</p> <p>Links between objectives</p> <p>This identifies where steps to deliver the objectives will also contribute to meeting another of the objectives. The symbols represent each objective are shown below.</p> <ul style="list-style-type: none">  Provide children and young people with the best possible start in life  Respond to the challenges associated with demographic change  Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change.  Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county. <p>Contribution to Well-being Goals</p> <p>The table demonstrates how each of the steps contributes to the national well-being goals. Many steps could potentially contribute to all the goals, but the table shows where the most significant contributions will be.</p> <p>How long will steps take to improve well-being?</p> <p>The plan does NOT prioritise or set out a timetable for action – this will follow in the action plan. However, an indication of the broad timescales is given, short (up to 5 years), medium (between 5 and 10 years) or long-term (more than 10 years), in which any programmes put in place to deliver the steps would be likely to yield measurable improvements in well-being.</p>



Well-being Objective - Provide children and young people with the best possible start in life

3.1

Discover - Situation analysis

The Well-being Assessment highlighted the key challenges and issues for Monmouthshire, those that are directly impacted by this objectives are:

- Wage levels available for local jobs are lower than the average for Wales and the UK. When coupled with high property prices and with limited land available for future housing development this makes it difficult for young people and future generations to live and work locally.
- There is inequality between communities and within communities. This includes in educational attainment, wage levels and health outcomes. This is put in sharp focus in a county where people, and in particular children, live in poverty close to areas of real affluence. Research shows that inequality has a negative impact on many aspects of well-being with more equal societies experiencing better outcomes.
- We are operating within an increasingly globalised economy. Employment patterns are changing with more zero hours, casual contracts and freelance work emerging. Meanwhile, technological advances such as automation, robotics and the advance of artificial intelligence could result in around a third of existing UK jobs disappearing meaning tomorrow's workforce will need a very different skillset to those of today's school leavers.
- There is a need to increase healthy behaviours and with increasing evidence that what happens during the first thousand days of a child's life from conception to their second birthday can have a big impact on how healthy and happy they are as they grow up.
- Children who experience stressful and poor quality childhoods are more likely to adopt health-harming behaviours during adolescence which can themselves lead to illnesses and diseases later in life. This can be perpetuated through the generations and so preventing these experiences or reducing their impacts can benefit future as well as current generations.
- There are many vulnerable people in our society, this can arise from many things such as mental health or physical disability or factors such as age, rural isolation and loneliness. Identifying preventative activity and integrated approaches can protect people from serious harm and improve well-being.

Define - Response analysis

The objective provides a broad focus throughout the start of people's lives from conception to early adulthood. Research shows the first thousand days of a child's life from conception to their second birthday has a significant impact on their outcomes. Exposure to Adverse Childhood Experiences (ACEs), such as homes experiencing domestic violence or substance or alcohol misuse, can alter how children's brains develop and they are more likely to adopt health-harming behaviours. The response to this in Monmouthshire requires further understanding and coordination with a range of partners, to develop a long-term approach taking account of the complexity of issues involved.

Part of the response includes the PSB and partner agencies having an important role to play to join up responses and resources to focus on proactive interventions and enable children and families to access fully integrated support across agencies/departments and benefit from seamless information sharing.

Enabling and empowering children and young people to take greater control of their own health is also important to reduce reliance on statutory services unless necessary. This links to the "demographic change" action.

Promoting healthy behaviours that support children and young people’s physical health and mental well-being is an important focus for the well-being of future generations, particularly as childhood obesity is a growing problem. There is already a childhood obesity action plan for Monmouthshire, endorsed by the PSB. Linked to the “natural environment and climate change objective” enabling children to be active and participate in play, particularly outside will be important, not just to obesity but also for broader child development. Access to green space has been identified as needing improvement and it may also require behaviour change (including adult behaviour) to support this.

There continues to be a focus on academic performance in schools and an understanding of areas that need to be improved. In future, there needs to be a fuller understanding of what 'the best' for children really looks like by ensuring children and schools won't be measured purely by academic results, but by developing a better understanding of the well-being of children and how to measure it.

Linked to the “thriving county” objective, future trends identified that technology is likely to play a lead role, and may replace many jobs. We need to work closely with higher education and business to ensure that children and young people are better prepared and equipped for the skills needed locally and globally in the future.

A Gwent Area Plan has been developed under the Social Services and Well-being Act which sets out measures to be taken to address the needs of children and young people, as well as others, which will contribute to helping deliver this objective.

Well-being goals contributed to

Prosperous Wales (1)	Resilient Wales (2)	Healthier Wales (3)	More equal Wales (4)	Wales of cohesive communities (5)	Vibrant culture & thriving Welsh language (6)	Globally responsible Wales (7)
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In order to gain employment and contribute to a Prosperous Wales, it is crucial that young people are able to develop the skills they need for the future. Their physical and mental health are key to them developing their potential and becoming healthy adults as part of a Healthier Wales, whilst increasing participation in sport contributes to a Vibrant Culture. It is essential all children and young people have equal access to education, opportunities and the best possible start in life. This will help young people to contribute to their community in a positive way as they become adults, helping to develop Cohesive Communities.

Delivering the Solution

The PSB will focus on:	Objective links	Goals	Impact
Tackling the causes of ACEs and the perpetuation of generational problems in families.	 	1, 3, 4, 5	Long
Working to tackle physical inactivity and obesity in order to increase the health and well-being of future generations	  	3, 5, 6	Long
Working to ensure that schools and services for children focus on well-being and a more rounded approach than purely academic results.	 	1, 3, 4	Med
Supporting the resilience of children and young people in relation to their mental health and emotional wellbeing.	  	3, 4	Short



Well-being Objective - Respond to the challenges associated with demographic change

Discover - Situation analysis

The Well-being Assessment highlighted the key challenges and issues for Monmouthshire, those that are directly impacted by this objective are:

- Monmouthshire has high levels of social capital and volunteering. By taking an asset and placed based approach there is an opportunity for improving well-being.
- Wage levels available for local jobs are lower than the average for Wales and the UK. When coupled with high property prices and with limited land available for future housing development this makes it difficult for young people and future generations to live and work locally.
- An ageing population brings many opportunities, however, there are also challenges for service provision and increases in the number of people living with long-term conditions which will create pressures on health and social care services.
- There are many vulnerable people in our society, this can arise from many things such as mental health or physical disability or factors such as age, rural isolation and loneliness. Identifying preventative activity and integrated approaches can protect people from serious harm and improve well-being.

Define - Response analysis

The changing demographics in Monmouthshire offer many challenges and also opportunities to improve well-being. Future trends indicate a change in the age profile of the county with a significant increase in the ratio of older people to younger people.

The ageing population could increase demand for a range of services in the county. While these support services will always be needed by focussing on well-being and developing resilient people, families and communities who can enable people to support themselves and reduce the need and demand for interventions from statutory services.

There is an important interdependency with the “thriving county” objective on making the county a viable and affordable place for young people to live and work. Retaining and attracting young people will support the long-term viability of communities providing a more balanced demographic, to support older people. Young carers play an important role and it is essential that they are supported.

This is reciprocal with the contribution of older people make to their communities, which is often undervalued. Older people are a significant asset to Wales and there is often a strong community spirit in rural communities at the heart of which are many older volunteers who play a vital role in their communities and have a wealth of skills, knowledge and experience. This social capital in Monmouthshire has been identified as a particular strength that can be built on in communities and in supporting younger people. Maximising community assets and active citizenship have a key role in Monmouthshire to deliver all four objectives.

Our older people should also be viewed as an asset to our economy; they provide care and support for other family members, giving parents the opportunity to work by providing valuable childcare.

The places in which people live, work and socialise is an important factor in well-being. Planning ahead for communities that are age-friendly and resilient to future demographic changes is central to this, for example, planning services and infrastructures such as schools, health care and housing that support intergenerational settlements.

There is already work going on at a Gwent level on social prescribing, which enables people of all ages to be referred to a range of place-based and non-clinical well-being services to address people’s needs locally in a holistic way across social, economic, environmental and cultural factors.

A Gwent Area Plan has been developed under the Social Services and Well-being Act sets out the high-level outcomes and priorities for regional working across health, social care and the third sector. This will support the well-being of different demographics and will contribute to helping deliver this objective.

Well-being goals contributed to

Prosperous Wales (1)	Resilient Wales (2)	Healthier Wales (3)	More equal Wales (4)	Wales of cohesive communities (5)	Vibrant culture & thriving Welsh language (6)	Globally responsible Wales (7)
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In order to have Cohesive Communities with equal opportunities for people of all ages to be able to live and work in Monmouthshire, it is crucial that there is suitable and affordable housing for all. A Cohesive Community will have facilities in place to look after all ages. Although paid employment is key for a Prosperous Wales, volunteering and active citizenship also have a key role to play and contribute to building communities and improving health.

Delivering the Solution

The PSB will focus on:	Objective links	Goals	Impact
Readdressing the supply and mix of housing stock to ensure suitable and affordable housing is available to all demographic groups		1, 3, 4, 5	Long
Learning from good practice elsewhere to explore potential for intergenerational living, now and for the future		4, 5	Med
Promoting active citizenship through volunteering, time-banking, person to person skill swap and corporate social responsibility		1, 3, 5	Short
Developing a model of care built on well-being and looking after each other rather than through formal care provision		3, 4, 5	Med
Developing networks for all ages that support people’s well-being in their local communities, including social prescribing (see above for explanation).		1, 3, 4, 5	Short



Well-being Objective - Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change

3.1

Discover - Situation analysis

The Well-being Assessment highlighted the key challenges and issues for Monmouthshire, those that are directly impacted by this objectives are:

- Limited public transport, particularly in rural areas, makes it harder for people to access jobs, services and facilities. This could be exacerbated by rising fuel prices but there are also future opportunities for investment in public transport through the City Deal and advances in technology such as automated vehicles.
- Air pollution causes significant problems for people's health and is a major contributor to premature deaths in Wales. In Monmouthshire, the greatest problems are caused by vehicle emissions and this is particularly apparent in Usk and Chepstow.
- Water pollution is a concern, from a number of sources, including changing agricultural practices
- Reducing levels of physical activity along with dietary changes are leading to growing levels of obesity. This is likely to lead to an increase in long-term conditions associated with it such as type 2 diabetes
- Development, climate change and pollution all present risks to the natural and built environment. These are central to our well-being and need to be protected and preserved for future generations.
- Climate change is likely to increase the risk of flooding, as well as many other risks, so mitigating climate change and building resilience will be crucial for communities

Define - Response analysis

Natural resources, such as air, land, water, wildlife, plants and soil, provide our most basic needs, including food, energy and security. Our ecosystems need to be in good condition and resilient in order to keep us healthy, contribute to the physical and psychological well-being and provide vital contributions to the economy through tourism, agriculture, forestry and more. Because these natural resources are key to so many aspects of well-being, they can't be considered in isolation.

The challenges facing our natural environment are many – climate change, development and changing land management practices are all potential threats to our natural resources and ecosystems. This has resulted in a consequent decline in biodiversity which is a threat to how ecosystems function. Tackling these challenges demands integrated and joined up solutions which are developed and delivered by the public, private and voluntary sectors working together. We need to look at adapting to climate change and well as reducing our contribution to it. The Environment (Wales) Act, with subsequent area plans, works alongside the Well-being of Future Generations Act to address these issues.

The public sector in Wales has huge potential to use its collective purchasing power to support the local economy by specifying and buying food, energy, goods and services locally. Procurement can also have significant global impacts and thought needs to be given to being globally responsible. With Brexit on the horizon, there may be potential for public services to have more flexibility in their purchasing decisions, creating regional jobs and business growth

whilst reducing transport and pollution. Brexit also adds uncertainty for a number of sectors, including agriculture which is an important sector in Monmouthshire.

Monmouthshire has great potential to generate renewable energy locally. Several renewable energy community interest companies already exist in the county and developing more localised business models for renewable energy and heat generation, storage and distribution will increase energy resilience as well as reducing carbon emissions.

In order for air pollution to be within safe limits for all Monmouthshire residents, transport sources have the potential to be addressed by developing the infrastructure needed for alternative vehicle use, such as electric vehicle charging, which during 2017 has just started being developed in Monmouthshire, and the forthcoming trial in the county of the Rasa hydrogen-powered vehicle. Alongside this, developing public transport solutions is essential to address rural isolation and access to jobs and services.

Promoting active travel (walking and cycling) in both rural and urban areas, and using opportunities offered by the Active Travel Act will help to reduce air pollution but will also have significant health benefits for all ages. Careful planning and design, including using a Green Infrastructure approach, is needed to develop safe, healthy and vibrant communities which have good access to safe and accessible routes and green spaces.

In order to build species and ecosystem resilience in the face of the likely trend of hotter, drier summers and warmer, wetter winters, or other pressures on our natural environment, landscape-scale biodiversity action is needed. Habitats need to be well connected in order to be resilient. Successful partnerships already exist, such as the Wye and Usk Foundation and the Living Levels project, and these partnerships need to be supported and replicated. Acting at a landscape scale also has the potential to provide significant natural flood risk management, and reducing the risk of flooding has economic, social and health benefits.

In all of these areas, working with young people who will be the decision makers of the future is essential. Through schools, youth work and community groups, young people need to understand what sustainable development is, know why it is important, be inspired to make a difference and empowered to become innovative, creative, caring citizens of the future.

Well-being goals contributed to

Prosperous Wales (1)	Resilient Wales (2)	Healthier Wales (3)	More equal Wales (4)	Wales of cohesive communities (5)	Vibrant culture & thriving Welsh language (6)	Globally responsible Wales (7)
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As well as being key to environmental well-being, a Resilient environment is essential to the local economy, to physical and mental health and building Cohesive Communities. To be Globally Responsible, we need to work together to reduce the carbon and pollution we emit by tackling sustainable transport and our energy use and generation. Key to this objective is working with children and young people to help them understand their role in looking after our environment, reducing our environmental impact and recognising the importance of “thinking globally and acting locally”.

Delivering the Solution			
The PSB will focus on:	Objective links	Goals	Impact
Improving the resilience of ecosystems by working at a larger scale (landscape) to manage biodiversity and maximise benefits such as natural flood risk management		1, 2, 3	Long
Ensuring design and planning policy supports strong, vibrant and healthy communities that are good for people and the environment.	  	1, 2, 3, 5, 7	Long
Enabling renewable energy schemes, especially community-owned schemes, and developing new solutions including storage, smart energy, heat and local supply.	 	1, 5, 7	Short
Enabling active travel and sustainable transport to improve air quality and give other health benefits.	  	1, 5, 6, 7	Med
Working with children and young people to improve their awareness, understanding and action for sustainable development and make them responsible global citizens of the future.		1, 2, 3, 4, 5, 6, 7	Long



Well-being Objective - Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.

Discover - Situation analysis

The Well-being Assessment highlighted the key challenges and issues for Monmouthshire, those that are directly impacted by this objectives are:

- Limited public transport, particularly in rural areas, makes it harder for people to access jobs, services and facilities. This could be exacerbated by rising fuel prices but there are also future opportunities for investment in public transport through the City Deal and advances in technology such as automated vehicles.
- Wage levels available for local jobs are lower than the average for Wales and the UK. When coupled with high property prices and with limited land available for future housing development this makes it difficult for young people and future generations to live and work locally.
- There is inequality between communities and within communities. This includes in educational attainment, wage levels and health outcomes. This is put in sharp focus in a county where people, and in particular children, live in poverty close to areas of real affluence. Research shows that inequality has a negative impact on many aspects of well-being with more equal societies experiencing better outcomes.
- The signing of the £1.2 billion City Deal by the ten local authorities in South East Wales brings an opportunity to leverage around £4 billion of private sector investment creating jobs and boosting economic prosperity across the whole of the region.

Define - Response analysis

Monmouthshire's location offers a unique opportunity to maximise its potential as a gateway to Wales and England. Monmouthshire is already part of the Cardiff Capital Region City Deal in south east Wales while improving links to the south west of England has been identified as an opportunity to enable the county to thrive.

Future trends identify that technology is likely to play a lead role in, and may replace, many jobs; connecting business with schools, ensuring education at all ages is tailored towards the future skills people will require an understanding existing skills and potential growth sectors will help Monmouthshire residents to be better prepared and equipped with the skills needed locally and globally in the future.

Infrastructure to support the county in the future is vital. Broadband coverage and speed continues to be a priority in some areas of Monmouthshire. Suitable transport enables people to access jobs, training, services and facilities, with different areas of the county having different challenges. Future transport solutions, for example with driverless technology being trialled and other technological advances, may be very different in the future and need to be planned for now. Transport is an important theme of the City Deal.

Property prices in the county are high; the south of the county, including Chepstow and Caldicot areas especially are seeing an impact from the planned removal of Severn Bridge tolls, and this is particularly impacting on young people and older people alike. There is a variety of

housing need in Monmouthshire, and future requirements need to be better understood to help us plan for the future.

Businesses in Monmouthshire are predominately smaller, employing less than ten people. Networking, communication and engagement between business and agencies, including public sector partners will help support growth. More informed decisions need to be based on a better understanding of business needs, job sectors, job market and skills requirements, while using resources efficiently.

Monmouthshire is well known for its hospitality, agriculture and tourism sectors, which have the potential to be growth areas, in particular for specialist training for excellence. Linked to the “natural environment and climate change” objective, the green economy also has the opportunity to grow in Monmouthshire - renewable energy production and locally sourced food are two such examples. Adapting to the challenges that climate change may have on industries such as food production is also important. Public sector partners have the opportunity to lead the way in further procuring local goods and services where possible.

Well-being goals contributed to

Prosperous Wales (1)	Resilient Wales (2)	Healthier Wales (3)	More equal Wales (4)	Wales of cohesive communities (5)	Vibrant culture & thriving Welsh language (6)	Globally responsible Wales (7)
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In order to contribute to a Prosperous Wales, links need to be made between education and business to ensure young people are equipped for the jobs of the future. City Deal will be a key contributor to a Prosperous Wales, but it will also be key to build on the strengths of our local economy, heritage and culture to maximise the contribution they bring to the economy. A sustainable transport infrastructure will be key to ensuring that everyone is able to access jobs and training, as well as reducing carbon emissions.

Delivering the Solution

The PSB will focus on:	Objective links	Goals	Impact
Maximising opportunities for Monmouthshire as part of the City Deal	  	1, 4, 5	Med
Better understanding the future of work and ensure training and education links with business to identify the skills needed in the Monmouthshire workforce now and in the future	 	1	Med
Developing new technologies for improving rural transport	  	1, 4, 5, 7	Med
Facilitate better business networking to share knowledge and access to technology and regional opportunities to enable businesses to grow		1	Short
Exploring the potential for specialist centres of excellence in Monmouthshire e.g. food/hospitality, agriculture, tourism and technology	  	1, 2, 6	Med

What Happens Next?

Well-being Plan Consultation

A 12-week consultation was held between November 2017 and February 2018 to gain thoughts and ideas on the well-being plan and inform actions that can be taken to deliver the objectives and steps set in the plan. Hundreds of people were engaged and their views gathered. Some common themes emerged from the 82 online surveys that were completed:

- There was strong support for the importance of tackling poor public transport, especially in rural areas. The importance of having safe routes for walking and cycling for all ages came across strongly with subsequent benefits to health and improving air quality. The need for children and young people to be able to use the outdoors for play and recreation was also emphasised.
- There were supportive comments on the need to readdress the supply and mix of housing stock to ensure suitable and affordable housing is available to all demographic groups, with specific suggestions including how this could be enabled and where this would be of most benefit.
- Some concerns were raised about the potential over-reliance on volunteers in the step on developing a model of care built on well-being and looking after each other rather than through formal care provision. Emphasis was also placed on recognising the important role formal care provision will still have.
- Responses to the step on working to ensure that schools and services for children focus on well-being and a more rounded approach varied. While some responses agreed that a more rounded approach was needed overall, respondents also emphasised the importance of a continued focus on academic results to young people.

At the Access for All workshop held for older people and people with disabilities, some similar themes were reiterated. Public transport again came up as a theme. Concerns were expressed about litter and the visual appearance of the county, some planning decisions and how the steps in the Well-being Plan are to be resourced. The group were keen to ensure that there is not an over-reliance on volunteers and that statutory care services are protected.

The young people at the Youth Forum were particularly supportive of the emphasis on well-being and mental health support. They had lots of practical ideas for intergenerational work and environmental projects and felt that education for sustainable development needs to have more emphasis at the secondary school level. They agreed that public transport and affordable housing need to be tackled and were concerned at the lack of job opportunities and types of jobs available in the county.

In summary, the majority of responses received agreed with the objectives set, while there was also a desire to see further details on the action the PSB plan to take to deliver the steps. The specific feedback received can generally be considered in two parts: feedback relevant to finalising the well-being plan, and ideas and feedback that needs to be considered in developing the PSB action plan.

The objectives were set based on a comprehensive assessment of well-being in the county. All responses to the consultation on the plan and objectives have been reviewed and appropriate amendments made to the plan where further evidence and insight has identified a change is

required. There are areas of feedback where it has not been appropriate to change the plan at this stage, and the remaining feedback will be further considered in the development of the action plan and in any future reviews of the objectives.

From Well-being Plan to Action

Throughout the consultation process it has become apparent that the issues within the Well-being Plan are extremely complex, and in many cases, further work and detailed analysis will be needed before a decision on the precise nature of the action needed to be developed. Many of the suggested steps are challenging and require fundamental changes to the way public services work together. It is also unlikely that the challenges will be addressed effectively by continuing with the same programmes or systems that are in place at the moment.

The plan does NOT prioritise or set out a timetable for action – this will follow in the action plan. However, an indication of the broad timescales is given, short (up to 5 years), medium (between 5 and 10 years) or long-term (more than 10 years) has been included. This shows when potential benefits could be felt rather than when activity will begin. Not all activity can be carried out concurrently – nor will every step require equal resources or time commitment. Work will be sequenced over the life of the plan ensuring that it is ambitious yet achievable. Exact timescales are not yet established.

A detailed action plan and programme management arrangements are being developed and will be published separately from the well-being plan. The lead for each action will be allocated to one of the PSBs constituent members while other partners will be involved alongside people, organisations and networks who can bring the best range of insights, constructive challenge, data and solutions to the PSB. This will ensure that activity is evidence-based and focused on achieving impact.

As details are developed they will focus on the impact on, and opportunities for different social groups, or those with protected characteristics. There will also be a focus on the particular localities where an activity needs to be targeted based on the locality profiles in the well-being assessment and further evidence. Our communities are diverse and each one is unique. The work that partners undertake will reflect this.

As the PSB moves into the next stage of work it will continue to utilise the ‘double diamond’ approach set out in the annex, and in particular:

- Explore further the root cause of the issues/challenges.
- Identify modelling that will help us to better understand challenges.
- Understanding future trends and what the anticipated trajectories will be for our services if systems continue as they are – and where we need to disrupt systems to make a real difference
- Understanding what a truly preventive agenda could look like and what it could achieve?
- Understanding the interdependencies of other agencies.
- Considering which of the steps need to take place across the whole county and which need to focus on particular geographical areas.
- Consider how to jointly resource the delivery of the steps.

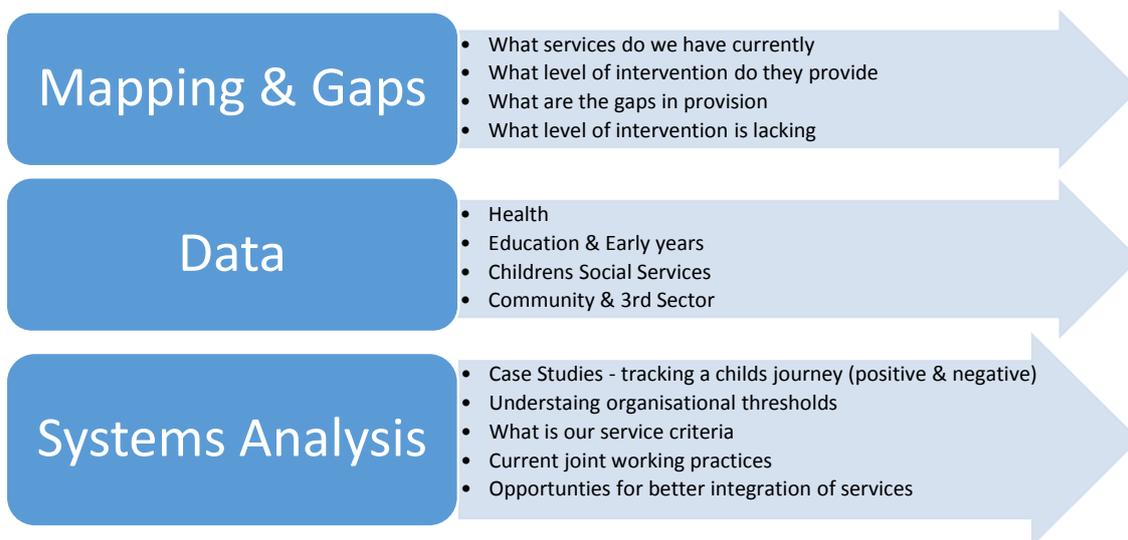
Developing the Action Plan Example - Children & Young Peoples Strategic Partnership

The Children & Young Peoples Strategic Partnership (CYPSP) are playing a lead role in the PSB objective of providing children & young people with the best possible start in life, and the steps identified within the objective, they have already started progressing the objective to develop a more detailed action plan for delivery.

There are a number of key areas where the CYPSP will have a role in addressing problems, stimulating action, influencing others and securing opportunities for improvements.

When exploring the well-being objective, the connection between the steps and the wide-ranging impacts of them was recognised. The Partnership agreed that the ‘emotional health & wellbeing’ step would make a sensible starting point, but that further work would be needed to scope this area in more detail, recognising the links between this and the other steps, and propose to the PSB what the Partnership might focus its time and energy on in the coming year.

Having explored the objective in more detail, and agreeing on the approach of applying an ‘emotional mental health and wellbeing’ lens to the challenge, the Partnership is exploring a scoping exercise to inform the action that will be required by the PSB. It is recognised that whilst there are excellent examples of good work taking place across Monmouthshire and that organisations have been trying to tackle these challenging issues for a number of years, there is further analysis required to understand why our approaches are not working as effectively as we need them to. In light of this, the CYPSP are proposing to develop an in-depth project plan to explore the following areas in more detail.



Once the full scope has been agreed, a detailed action plan will be developed, and ‘leads’ will be identified to further inform the actions required to progress the objective and the steps within it.

Working together as a PSB to make the objectives happen

During the summer of 2017, the Future Generations Commissioner published feedback on Well-being Assessments in Wales. In addition, Monmouthshire sought the advice of the Commissioner on the developing Well-being Plan and received a written response in September 2017.

Both of these documents contain advice on how to ensure that a PSB is working effectively and collaboratively, challenging the status quo and being innovative in its approach. The points set out below outline some of the areas which Monmouthshire PSB have identified to work better together on:

- Enable communities to help themselves e.g. identify local assets and develop them according to need, develop toolkits
- Ensure clear lines of communication between the PSB, Local Government, Town & Community Councils and the community are established
- Develop better connections between services, organisations and community groups, to deliver a more joined up and preventative approach.
- Join up data, information and systems to allow agencies to have a better understanding of challenges and to spot opportunities.
- Explore the potential to share financial resources and assets to deliver steps that address the well-being plan objectives.
- Identify opportunities for public sector procurement to better support the development of local services and products and be globally responsible.

Evaluation and Review

The focus within the Future Generation Act means that activities will need to be increasingly focused on longer-term challenges at a community level. When dealing with more complex societal challenges it will take longer for measurable change to come about and longer still to be able to evidence those changes in a meaningful way. This means the way the Public Service Board measure and evaluate performance will need to allow progress and milestones to be evaluated and scrutinised in the short term while also ensuring the right information is used to track progress against longer-term community well-being objectives. Developing the right metrics of community well-being is a continuing process for Public Service Board partners at a local level as well as across Gwent.

As the action plan is developed, careful thought will be given to how to measure whether the steps are improving well-being. These measures will be set out in the action plan.

National Indicators

The national indicators may also have an important role in helping to measure the progress made towards achieving the well-being goals by Wales as a whole. The indicators have been used so far to help the Public Service Board understand economic, social, environmental and cultural well-being in the well-being assessment.

While the national indicators will not measure the performance of individual public bodies or public services boards, it is important they are considered by the Public Service Board to track progress being made against the well-being goals and where local level data is available the progress made in Monmouthshire.

All of the national indicators will help to measure well-being in Monmouthshire, but some of the indicators that are particularly relevant to the Monmouthshire objectives are:

National indicators related to the objectives
Healthy life expectancy at birth including the gap between the least and most deprived.
Measurement of development of young children
Percentage of children who have fewer than two healthy lifestyle behaviours (not smoking, eat five fruit/ vegetables daily, never/rarely drink and meet the physical activity guidelines)
Percentage of adults who have fewer than two healthy lifestyle behaviours (not smoking, healthy weight, eat five fruit or vegetables a day, not drinking above guidelines and meet the physical activity guidelines)
Average capped points score of Year 11 pupils, based on their best 8 exam results
Percentage of adults with qualifications at the different levels of the National Qualifications Framework.
Percentage of people in education, employment or training, measured for different age groups.
Gross Value Added (GVA) per hour worked (relative to UK average)
Gross Disposable Household Income per head
Percentage of businesses which are innovation-active
Percentage of people in employment.
Percentage of people living in households in material deprivation.
Levels of nitrogen dioxide (NO ₂) pollution in the air.

Capacity (in MW) of renewable energy equipment installed
Concentration of carbon and organic matter in soil
Ecological footprint
Percentage of dwellings with adequate energy performance.
Percentage of people satisfied with their ability to get to/ access the facilities and services they need.
Percentage of people satisfied with local area as a place to live.
Percentage of people who Volunteer.
Percentage of people participating in sporting activities three or more times a week.

Happy Communities well-being measurement

The five Public Service Boards within Gwent region have jointly agreed to use the Happy Communities tools in order to better measure, understand and improve the well-being of their populations. Currently measuring well-being is largely restricted to data obtained from the 2011 census which lacks the details of well-being, timeliness and the local detail needed to really inform decision making.

By using the same tools across Gwent it will be possible to compare well-being across the region and against other parts of the UK. The tools can be used to inform decision making at a community, ward, neighbourhood or whole authority scale. More details on the tools can be seen at www.happycity.org.uk/measurement-policy/about-measurement-policy/

Happy Communities provides two tools: the Happy Communities Index which measures the local conditions for community well-being and the Happiness Pulse which is a measure of personal well-being.

The *Happy Communities Index* draws on a number of indicators from various sources to understand and assess the local determinants of well-being and where to target interventions to create the conditions for people to thrive. As far as possible, the indicators are the same as, or equivalent to, English indicators so that comparisons can be drawn with other areas, which will be particularly useful in Monmouthshire given its proximity to English counties.

The *Happiness Pulse* measures personal well-being in communities through a resident survey carried out in January and February 2018. The survey provides a well-being score in three areas, Be, Do and Connect and helps people understand how to improve their well-being.

The results will help us to assess and evaluate well-being within Monmouthshire and allow well-being in Monmouthshire to be compared with other areas in Gwent. It can also be used to inform local decision making including the development of the action plan.

Performance reporting and timescales

Public Service Board partners will collectively take a lead role in delivering and evaluating the progress of the plan. The Public Service Board will produce an annual report detailing the full year's activity. This will include the steps taken to meet the objectives since the publication of the well-being plan and a range of other information to evaluate progress, including progress relevant to the national indicators and any other performance information identified in the plan to assess progress in delivering the objective. The Public Service Board Select Committee will also take a lead role in scrutinising the progress and performance of the plan.

Conclusion

The Well-being of Future Generations Act is a significant step towards delivering sustainable public services in Wales which improve social, economic, environmental and cultural well-being. The potential to really make a difference to the lives of people living in Monmouthshire is huge.

Monmouthshire's Public Service Board are excited about the opportunity to work in a collaborative way, planning for the long-term and listening to the voices of the people who live and work in our county. We need to work together in a more joined up and holistic way by acting now to prevent problems being handed down to our future generations.

Building sustainable, resilient communities in Monmouthshire will not be a quick process, but the Well-being Assessment and Well-being Plan are significant milestones on the journey towards becoming more sustainable. The next stage will be to develop the detailed action plan which will set out clear actions and commitments for partners and organisations to take the next steps on this journey.



Caerphilly Public Services Board
Well-being Plan 2018-2023

Board Member Organisations

Aneurin Bevan University Health Board
Caerphilly County Borough Council
Gwent Association of Voluntary Organisations
Gwent Police
Her Majesty's Prison and Probation Service
Office of the Police and Crime Commissioner
Natural Resources Wales
Public Health Wales
South Wales Fire and Rescue Service
Wales Community Rehabilitation Company
Welsh Government

FOREWORD

I am delighted to introduce the Caerphilly Public Services Board Well-being Plan for 2018-2023 'The Caerphilly We Want'.

Caerphilly's Public Services Board was established in April 2016 under the Well-being of Future Generations (Wales) Act 2015 and brings together public services operating across the county borough to improve residents' well-being.

Together, as public services and in consultation with residents and communities, we have undertaken an Assessment of well-being, which we published in May 2017. The findings of this Assessment and 'The Caerphilly We Want' engagement programme have shaped the content of this Plan.

This Plan sets out how we will respond together to some of the key issues identified. However, we are aware that more needs to be done. We must make the shift away from previous voluntary working arrangements to a new statutory partnership that requires public service organisations to work in new ways, together with communities and stakeholders.

This Plan has 4 Well-being Objectives which set the direction for action and change over the next 5 years.

Objective 1: Positive Change – A shared commitment to improving the way we work together

Objective 2: Positive Start – Giving our future generations the best start in life

Objective 3: Positive People – Empowering and enabling all our residents to achieve their own potential

Objective 4: Positive Places – Enabling our communities to be resilient and sustainable

These look to drive significant, long term change to improve the well-being of people in Caerphilly county borough, both now, and for future generations.

I very much welcome this first Well-being Plan for Caerphilly county borough. This is our starting point, as long term change is a journey. New ways of working collaboratively amongst ourselves and with residents, communities, businesses, third sector organisations and local groups and bodies will be vital to achieve 'The Caerphilly We Want'.

Clr Dave Poole
Chair of Caerphilly Public Services Board
Leader of Caerphilly County Borough Council

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The Vision of Caerphilly Public Services Board

Caerphilly Public Services Board (the Board) is committed to improving the well-being of all residents living in the county borough area. Its focus will be on working together more effectively and a shared commitment to work differently, to bring about positive changes in the economic, environmental, social and cultural landscape of the area.

Assessing the current well-being of the area has determined the local Well-being Objectives that the Board will focus on over the 5-year timeframe of this 'The Caerphilly We Want' Well-being Plan. These objectives are intended to achieve long-term change in the way we work together as public sector organisations, and how we work with businesses, the third sector and our residents. This change will bring about improvements in well-being for both current and our future generations.

In order to focus its combined resources, the Board will promote activity that is 'outside the day job' of each individual member organisation, in order to make changes that can have a significant impact on improving well-being. This will involve prioritising the 'added value' the Board can achieve by working together, however, activity will need to be funded from within existing budgets. The actions taken will be truly collaborative in nature, and will involve a number of organisations working together to deliver improvements.

The actions highlighted through the Local Assessment of Well-being are those that are intended to bring about long-term improvement in well-being for our residents. The Board understands that securing improved well-being of its residents prevents need, and reduces the demand on services further down the line. Working together across partner organisations is considered to offer the best chance of securing maximum impact for public sector budgets that are constantly being reduced.

The Board will continue to involve communities, the private and third sectors, and other groups and bodies with an interest in improving the well-being of the area, in its action planning and activities. Long-term change is a journey, with this first Well-being Plan for the area setting out what the Board intends to achieve over the next five years. However, the Board also has to consider a 25-year horizon in order to achieve improved well-being for our future generations.

The Board will use the five ways of working set out in the Sustainable Development Principle (Involvement, Collaboration, Long-Term, Integration and Prevention) to drive forward the change that is required. Working together to achieve the local Well-being Objectives will not be undertaken in silos, and we will measure the success of the work we do in relation to the improvements in the well-being of our residents. The accountability for delivering the actions in the Well-being Delivery Plan will rest directly with individual Board members.

The Well-being of Future Generations (Wales) Act 2015

The Well-being of Future Generations (Wales) Act 2015 (the Act) established Public Services Boards across Wales with a statutory function to assess the well-being of their area, and produce Well-being Plans on a five year cycle, in line with the local government election cycle.

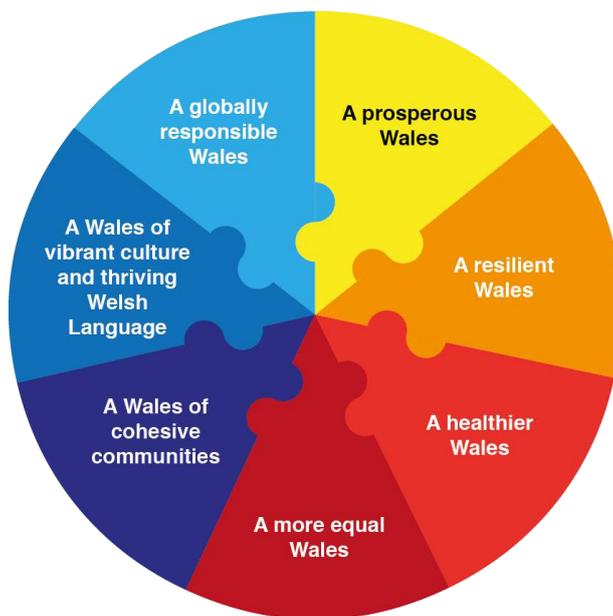
Within Caerphilly county borough the Board brings together the Chief Officers and Leaders for all the public services operating across the county borough area, together with the Third Sector. More information on membership of the Board can be found on the Board website:

<https://your.caerphilly.gov.uk/publicservicesboard/>.

The Board published its first Local Assessment of Well-being in March 2017. The published Assessment was the outcome of an extensive process of data collection, analysis and refinement, together with extensive consultation and engagement with local residents, partner organisations, the business sector and third sector. The Assessment will be revisited and updated over the next few years as new information becomes available and further work enables the Board to have a better insight into the factors and local conditions that can affect well-being.

The Assessment identified a large number of issues that need to be addressed in order to improve the well-being of our residents, however, there was recognition amongst Board members that these issues needed to be prioritised, in order to ensure that working collaboratively will have the maximum impact. This is discussed in more detail later in this Plan.

The Act sets out seven National Well-being Goals for Wales which public services must work towards to improve social, economic, environmental and cultural well-being. These are summarised below:



The Act also sets out how public services should use the Sustainable Development Principle, which stipulates that **“We must act in a manner in which we ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.”** In order to evidence how this has been applied we must use integrated, preventative and collaborative approaches that take account of the long-term and involve our communities. These five ways of working have informed our approach to the development of this Well-being Plan, which can be summarised as follows:



Integration

The Delivery Plan that will support the delivery of the Well-being Plan does not sit directly under the individual Well-being Objectives. Instead, it identifies a series of outcome orientated actions and activities to respond to the issues facing the county borough. The detailed actions have been supported by action planning with partners and communities.

As areas of work are delivered in collaboration, and across the aims and objectives of contributing partners, so they integrate across the Well-being Objectives of each public body and contribute to the National Well-being Goals for Wales. The chosen actions and activities are those which the Board considers will collectively maximise their contribution towards the National Well-being Goals.



Collaboration

Throughout the development of the Assessment of Well-being and the Well-being Plan, partners have been involved in all aspects, from the identification and prioritisation of the issues to be addressed, through to the development of the Well-being Objectives and the Delivery Plan.

The Board recognises its collective responsibility to ensure the well-being of our future generations, and the necessity of working collaboratively to secure the best outcomes for local people across public sector delivery in the area. Board members will strengthen their ability to effect change by making delivery against the Well-being Plan central to core activity of their own organisations, and sharing accountability for its success.



Long-term

The Board recognises that many of the issues identified in the Assessment of Well-being are due to the historical legacy of the area and entrenched problems that cannot be addressed in the short-term. Therefore, these will need to be tackled over the longer term, with incremental change and creative solutions needed. While this plan sets actions and activities for the first five years it is written with an eye on long-term sustainable change.



Involvement

The communities of the county borough have provided a wealth of insight into the conditions they, and our future generations, require for well-being. The Board is grateful for the time, effort, and careful consideration of all those that have helped to shape the Well-being Plan and Objectives. As we move into delivery against the Well-Being Plan the Board are keen to keep this dialogue open and involve residents in shaping and delivering the actions and solutions. Only by working with local residents, their representatives and the private and third sector can we hope to achieve our shared objectives. The Board welcomes direct contact from local communities to understand the lived experiences of people living and working within the area.



Prevention

The Board recognises that preventing problems from occurring is much more effective than dealing with the effects when problems do occur. Therefore, the Board is committed to changing the way we work together so that preventative action is embedded in all the work that we do.

Identifying the early interventions that can be delivered collaboratively by Board members (and with communities) will be an ongoing process. Allocating resources to partnership activity is a challenge when faced with decreasing budgets; however, it is only by working together that improvements to well-being can be made.

'The Caerphilly We Want' Well-Being Plan

Context

The county borough area is diverse both geographically and demographically. The Local Assessment of Well-being paints a picture of well-being in the area and provides a wealth of information that has helped inform this Plan. It can be accessed on the PSB website:

<https://your.caerphilly.gov.uk/publicservicesboard/content/what-does-wellbeing-mean-you>

The Board operates in a local, regional, national and international policy context. A number of key strategic drivers have been taken into account as part of this first Well-being Plan for the county borough. For the purposes of the document, local is defined as the Caerphilly county borough local authority area. Some delivery will take place on a Gwent footprint (i.e. covering the local authority areas of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen), and regional strategic planning for the ten authorities of South East Wales is focusing on the Cardiff Capital Region City Deal, the ambitious vision for a vibrant well-connected economy in the South Wales area. The Ministerial Valleys Taskforce is focusing on similar aims for communities along the M4 corridor.

As part of the Delivery Plan we will seek to explore opportunities for project delivery with neighbouring PSB's, where identified actions have common points of interest or where collective action may enhance or maximise the impacts of the work of the Board. We will also ensure links are made to collaborative work aligned to other strategic partnerships and statutory plans, to avoid duplication and provide a clear line of sight of how actions are directed and delivered.

In addition, leaving the European Union will undoubtedly have long term impacts on the UK, Wales and Caerphilly county borough, however it is difficult to quantify these impacts at the current time. Nevertheless, the PSB is mindful of the risks and opportunities this will bring.

Links to Other Plans and Partnerships

With the exception of the local authority, Board members operate at wider geographies than Caerphilly county borough, and therefore this Well-being Plan is written to be mindful of, and build upon, the Well-being Objectives of the partner organisations. The associated Well-being Delivery Plan includes actions that are based on what partner organisations can deliver for the local area. However, there is a need to ensure consistency of delivery outside the county borough for the Gwent footprint, and City Deal footprint in particular.

There are a number of partnerships that deliver on specific agendas within Caerphilly county borough, but at a regional level. We need to ensure that the actions identified in the Well-being Plan complement and support this regional partnership working, and do not duplicate efforts. Some of the main partnerships and plans are listed here.

Cardiff Capital Region City Deal

The Cardiff Capital Region City Deal is an agreement worth £1.2 billion between the UK Government, the Welsh Government and ten local authorities in South East Wales (Blaenau Gwent, Bridgend, Caerphilly, Cardiff, Merthyr Tydfil, Monmouthshire, Newport, Rhondda Cynon Taff, Torfaen and the Vale of Glamorgan). The City Deal will provide local partners

with the powers and the resources to unlock significant economic growth across the Cardiff Capital Region. It is a deal that builds on the region's sectoral strengths, its high skill base and three successful universities. The City Deal also provides an opportunity to continue tackling the area's barriers to economic growth by: improving transport connectivity; increasing skill levels still further; supporting people into work; and giving businesses the support they need to innovate and grow.

Delivering these tangible outcomes for the Cardiff Capital Region will support and sit alongside this local Well-being Plan, and it will be imperative to maximise the benefits from these initiatives for Caerphilly county borough. For example, a key priority for investment for the City Deal will be the delivery of the South East Wales Metro, including the Valleys Lines Electrification Programme.

(For more information visit <http://cardiffcapitalregioncitydeal.wales/index.html>)

Valleys Taskforce

The Ministerial Taskforce for the South Wales Valleys has recently published a high-level plan 'Our Valleys, Our Future' which outlines its priorities for the future. The key priorities in this Plan are good quality jobs and the skills to do them; better public services; and my local community. The Valleys Taskforce Plan is supported by a detailed Delivery Plan, which outlines the how the priorities will be achieved, who will be involved, the expected benefits and the timescales for completion.

Once again it will be imperative for our Well-being Plan to maximise the benefits of the work being taken forward by the Valleys Taskforce for Caerphilly county borough. For example, the Valleys Taskforce Delivery Plan includes the introduction of seven strategic hubs across the Valleys area, which will be areas of focused public sector investment with the aim of attracting private sector investment, thereby creating jobs and opportunities for the local area. One of these strategic hubs is planned for Caerphilly/Ystrad Mynach.

(For more information visit <http://gov.wales/topics/people-and-communities/communities/taskforce-for-the-valleys/our-valleys-our-future/?lang=en>)

Greater Gwent Health, Social Care & Well-being Partnership – Regional Area Plan

The Regional Area Plan 2018/19 is a starting point for formalised regional working under the Social Services and Well-Being (Wales) Act 2014. It sets out how the principles of working under the Social Services and Well-being Act will be delivered, particularly in relation to integration and preventative working. It sets the framework for all health and social care partners to work together to a common agenda, for now and in the future.

The Regional Area Plan identifies eight core themes (children and young people; older people including people with dementia; health and physical disabilities; mental health; learning disability and autism, sensory loss and impairment; carers; Violence Against Women, Domestic Abuse and Sexual Violence) and a number of regional priorities/outcomes that will be delivered under each of these themes.

The Population Needs Assessment for the Regional Area Plan and the Well-being Assessment for the Well-Being Plan naturally identified issues that overlap. To illustrate one such example, loneliness and isolation linked to an ageing population has been identified in both assessments. However, actions in the Well-Being Plan will compliment (not duplicate)

those in the Regional Area Plan, particularly where they prevent poor well-being escalating into a need for care and support.

Gwent Police and Crime Plan 2017-2021

The Gwent Police and Crime Plan 'Delivering a Safer Gwent' was published in April 2017. This Plan sets out the Police and Crime Commissioner's policing priorities for Gwent until 2021. The priorities identified in the Plan are crime prevention, supporting victims, community cohesion, tackling anti-social behaviour and effective service delivery. This plan is overseen by the Gwent Police and Crime Panel, which provides support and challenge to the Commissioner in terms of whether the aims of the plan have been achieved.

(For more information visit <http://www.gwent.pcc.police.uk/transparency/publications/police-and-crime-plan-2017-2021/>)

Gwent Local Criminal Justice Board

The Gwent Local Criminal Justice Board (GLCJB) is a non-statutory partnership which brings together the core criminal justice agencies, together with a range of key stakeholders, in order to improve the efficiency and effectiveness of the local criminal justice system. The GLCJB is responsible for delivering area level contributions to help ensure a fair, efficient and effective Criminal Justice System.

Gwent Violence against Women, Domestic Abuse and Sexual Violence (VAWDASV) Partnership Board

The VAWDASV (Wales) Act 2015 aims to improve the public sector response to these issues by providing a strategic focus for improving the arrangements for the prevention, protection and support for individuals affected by such violence and abuse.

The strategic priorities for the Board (as detailed in its 2018-2022 Strategy) are to:

- Increase awareness and challenge attitudes of violence against women, domestic abuse and sexual violence across Gwent.
- Increase awareness in children and young people of the importance of safe, equal and healthy relationships and that abusive behaviour is always wrong.
- Increase focus on holding perpetrators to account and provide opportunities to change their behaviour based around victim safety.
- Make early intervention and prevention a priority.
- Relevant professionals are trained to provide effective, timely and appropriate responses to victims and survivors.
- Provide victims with equal access to appropriately resourced, high quality, needs led, strength based, gender responsive services throughout the region.

Gwent Substance Misuse Area Planning Board (APB)

The APB covers Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen and contains representatives of these five local authorities. Membership is also drawn from Aneurin Bevan University Health Board (ABUHB), Gwent Police, the National Offender Management Service (NOMS), Aneurin Bevan Gwent Public Health Team and a representative for service users and carers. The APB works across the Gwent region to

reduce substance misuse through a combination of education, prevention, treatment and rehabilitation. The current priorities of the Board are to:

- Improve emergency service substance misuse training and Naloxone roll-out.
- Increase alcohol provision both in terms of treatment and education.
- Improve primary prevention.
- Tackle co-occurring mental health and substance misuse.
- Improve housing options.
- Secure capital estates funding (impact on service delivery if reduced).

Gwent-wide Adult Safeguarding Board (GWASB)

The GWASB is responsible for the strategic leadership, monitoring and reviewing of adult safeguarding practice in Gwent. It offers the opportunity for partners to work together across the region, and to embed inter-agency partnership working for the strategic leadership, monitoring and reviewing of adult safeguarding practice. GWASB's purpose is twofold – to protect adults in Gwent becoming 'adults at risk' and to protect adults who have been abused or neglected or are at risk of it. GWASB's vision is to ensure that all adults in Gwent are safeguarded effectively through partnership working and community engagement.

South East Wales Safeguarding Children Board (SEWSCB)

The SEWSCB was created in April 2013 from the five former Local Safeguarding Children Boards in the local authority areas of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen. The purpose of SEWSCB is to coordinate multi-agency safeguarding children work and to ensure the effectiveness of that work in improving outcomes for children and young people. The SEWSCB's vision is 'All children and young people living in South East Wales are protected from abuse and neglect, live in safe homes and communities and are supported to achieve their full potential'.

Future Trends

The local Assessment of Well-being has extrapolated (as far as is possible) the future trends for the county borough under the seven National Well-being Goals. This is further supported by Welsh Government's Future Trends report. The Board is encouraged that this key resource will contribute to decision making over the lifetime of the plan and beyond.

However, this Well-Being Plan is not intended to be a static document. Additional research has recently been commissioned jointly by the five Gwent PSB's, which will help to identify the social, economic, environmental and cultural factors that are likely to affect the Gwent area in the future, over the short, medium and longer term. This research will be used to inform any revisions to the Well-being Plan moving forward, and also this first version of the Well-being Delivery Plan and subsequent versions.

The actions and activities set out in the Well-being Delivery Plan will be achieved over variable timeframes. Each activity is intended to result in an incremental improvement in well-being, and as actions are achieved and evidenced best practice embedded, new activity will be undertaken. Future Assessments of Well-being and informed decision making will assist in this process moving forward.

The Well-Being Objectives

How did we arrive at the Well-being Objectives?

The Assessment of Well-being published in March 2017 identified 37 issues for consideration and possible further work by the Board, in order to have a deeper understanding of the causes and factors influencing these issues and how they impact on well-being. A series of prioritisation exercises were undertaken with a range of participants (including residents and communities) which identified six priority areas for the Board to consider. A response analysis exercise was undertaken into each of these priority areas to identify why the issue is important, what work is currently ongoing, what good practice exists and what more could be done in the future.

In formulating the Well-being Plan and Well-being Objectives, the Board was particularly conscious that a different approach and new ways of working are needed. This requires a move away from the silo working that characterised some of the work under the former Single Integrated Plan. Therefore, the Well-being Objectives are designed to be cross-cutting in nature and make the maximum contribution to the National Well-being Goals. The Board were also keen to reflect that residents recognised the assets the area has, in particular the attractive local environment and strong sense of community, and that the plan should be positive and not focused on 'need'. The Objectives have therefore been framed in a positive way.

What was clear from all the work undertaken throughout the Assessment process and the development of the Well-being Plan was that four distinct themes were emerging – people, places, a focus on early years, and the need for fundamental change to the way we work to enable a more joined up approach in the future. This has led to the development of the four Well-being Objectives that will drive this Well-being Plan:

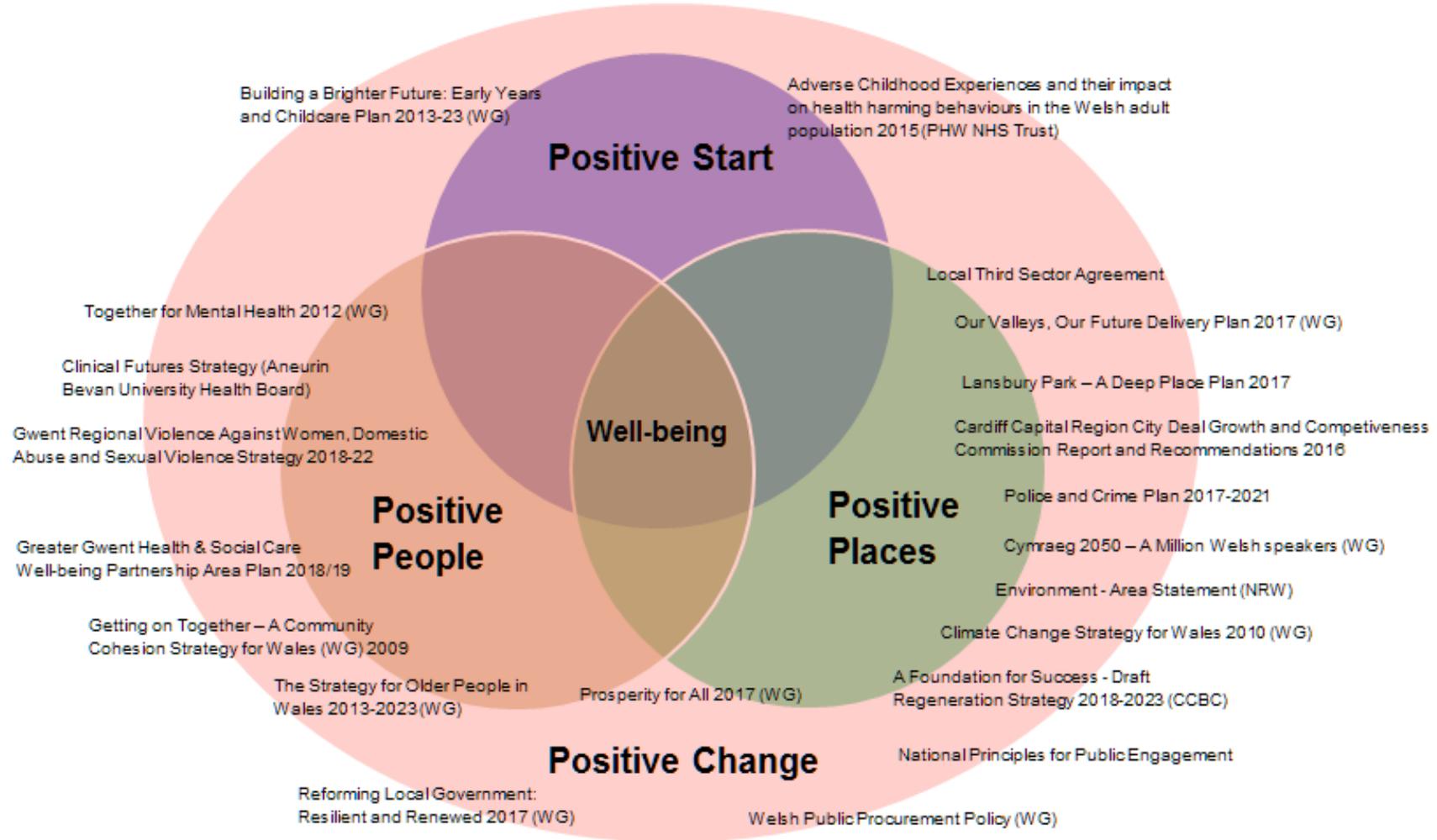
- **Positive Change** – A shared commitment to improving the way we work together
- **Positive Start** – Giving our future generations the best start in life
- **Positive People** – Empowering and enabling all our residents to achieve their own potential
- **Positive Places** – Enabling our communities to be resilient and sustainable

Further detailed information on the approach used to refine the issues identified in the Well-being Assessment and the development of the Well-being Objectives is provided in Appendix 1.

The four Well-being Objectives have been developed to drive the delivery of the Well-being Plan. They have been written as an integrated set, with links and overlaps between them, as the Board recognises that achieving good well-being is a complex interaction between a myriad of factors. Therefore, coordinating our resources and activity will have the greatest effect on improving well-being.

The detailed Well-being Delivery Plan that sets out the steps for how we will deliver against these Objectives is included at Appendix 2. This Delivery Plan identifies the short, medium and long term steps we will take, and how the Sustainable Development Principle and five ways of working have been taken into account.

Strategies, Policies and Drivers that support the Well-being Plan



Objective 1: Positive Change – A shared commitment to improving the way we work together

What our communities and stakeholders say

“Positive Change has to happen first to enable the other P’s to succeed.” (Participant at Future Scenarios workshop, 25th October 2017)

“We need a strong commitment to collaborative working with the community and make sure we work with those outside of the self-selecting part of the community. We have to find a way to engage with other parts of the community in a meaningful way.” (Participant at Future Scenarios workshop, 25th October 2017)

“Jointly communicate positive messages about the county borough – listen to residents/service users.” (Participant at Future Scenarios workshop, 25th October 2017)

“Good partnership working is essential. The benefits are wide ranging, from saving costs and resources to fewer overloads on staff and time constraints, and overall can provide a much better experience for the client or service user.” (Online survey response)

Why we chose this objective

The Well-being of Future Generations legislation sets a clear direction for public sector bodies to work together. The Board is fully committed to changing the way their organisations collaborate and has committed to directing resources to enable the delivery of the Plan, as far as is possible. To do this a number of positive ‘Enablers’ have been identified, where real change can demonstrably happen, thereby improving the well-being of local residents. These ‘Enablers’ will underpin the action areas in the Well-being Delivery Plan.

The Board recognises that in order to improve the way we work together as organisations, the drive for this needs to come from the Board members. We need to ensure that all our staff understand the importance of the approach being adopted and the need for change.

Throughout the engagement activity it was highlighted that there are multiple buildings, land, infrastructure, staff and other assets which could potentially be used more effectively. The Board also needs to consider new technological advances including energy generation and use, IT and communications, and other technological developments in order to adopt a more sustainable approach to how it delivers services. Board members will consider how they spend their budgets to maximise the benefits to local communities, including making sure (where possible) that goods and services purchased are sustainable, low carbon and ethically responsible.

Also emerging from the engagement activity was a very strong message that the Board needs to improve how and when it engages with residents and local communities, to enable them to be more involved in the work of the Board. This will help to ensure that the Board, its partners and our local communities work together to deliver ‘The Caerphilly We Want’.

Contribution to the National Well-being Goals

A prosperous Wales	Using financial resources in ways that benefit local communities including joint purchasing, sharing assets, embracing new technologies and sustainable purchasing will help ensure a prosperous Wales. We recognise the need to maximise the use and value of all of our assets including our staff, who are the catalyst for positive change. As supplies of fossil fuels become scarcer their cost will increase, so switching to alternative energy sources will help to prevent rising costs in the future.
A resilient Wales	Lower consumption of fossil fuels will help to protect the natural environment and local ecosystems. Improved management of our assets, sustainable and ethical procurement and embracing new technologies will all contribute to a resilient Wales.
A healthier Wales	Enabling residents and local communities to be meaningfully involved in the delivery of the Well-being Plan will empower individuals, ensure opinions are valued and important and generate ownership.
A more equal Wales	All residents and local communities will be encouraged to be involved in the delivery of the Well-being Plan, regardless of where they live in the county borough. The characteristics of individuals or communities will not be a barrier to involvement.
A Wales of cohesive communities	The ability of individuals and communities to influence the delivery of the Well-being Plan will encourage them to do more to help themselves, and to undertake community initiatives that will foster a sense of belonging and community pride.
A Wales of vibrant culture and thriving Welsh language	This objective will respect the cultural and historical traditions of the local area and the differences between our communities, ensuring that all parts of the county borough are involved helping to deliver the Well-being Plan.
A globally responsible Wales	Reducing our carbon footprint and increasing our use of renewable energy sources will have positive impacts on the local environment, and also at a national and global level. Behaviour change towards a more sustainable approach will have a huge impact on the local and global environment.

Objective 2: Positive Start – Giving our future generations the best start in life

What our communities and stakeholders say

“I had a life changing experience aged 6 years and got no help to deal with what happened that day and it has affected me all my adult life and is still affecting me in adulthood.” (Attendee at Caerphilly Borough Mind meeting, 12th December 2017)

“Mental health issues are showing at a very young age. More support is needed. Some children won’t understand the issue let alone how to cope” (Participant at Upper Rhymney Community Engagement meeting, 3rd October 2017)

“Children need a good start in life to thrive and go on to live happy, fulfilled and productive lives, especially in the first few years. However, the positive start must continue throughout the child’s life and this can only be done through engaging parents.” (Online survey response)

Why we chose this objective

Protecting the well-being of children and young people (particularly in their early years) is the biggest determinant of their life chances and a positive transition into adulthood, and there is a wide range of evidence that demonstrates that by investing in the first few years of a child’s life, this will improve outcomes throughout the rest of their lives. All Board members recognise their responsibilities to children and young people, and that maximising the potential of young people is key to ensuring that they build resilience that will last throughout their lives. Young people need safe and secure childhoods where they are nurtured, supported and developed, including routes into training and employment, and an environment that supports their health and well-being. This will help to ensure that they live healthy lives where they can achieve their educational potential, be part of a healthy workforce and contribute to a prosperous Caerphilly county borough. A number of actions have been captured within the Well-being Delivery Plan that will support children and young people to have the best start in life.

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

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

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

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

Contribution to the National Well-being Goals

A prosperous Wales	Giving every child born in the county borough the best start in life will ensure that they have the support they need to reach their full educational potential, that they are able to secure rewarding and meaningful employment and that they become productive members of society in the future, thereby contributing to a more prosperous Caerphilly county borough.
A resilient Wales	Ensuring good maternal health, that children grow up in a safe and caring environment, and reducing poverty and deprivation will ensure that all children have the support they need to grow and develop, thereby ensuring they build their resilience throughout the course of their lives.
A healthier Wales	Enabling children to have the best start in life will mean that they are less likely to suffer abuse and maltreatment, physical injury or psychological problems. As adults they will be less likely to engage in health harming behaviours and have a reduced risk of developing diseases such as cancer, heart disease, diabetes and poor mental health.
A more equal Wales	Tackling the issues that cause inequality amongst children (such as deprivation and adverse childhood experiences) will help to ensure that every child will reach their full potential regardless of where they live in the county borough, and thereby help to contribute to a more equal Caerphilly county borough. Those living in areas of deprivation are at greater risk of experiencing multiple adverse childhood experiences.
A Wales of cohesive communities	Supporting children to have the best start in life will help to reduce youth offending, anti-social behaviour and other crime levels, and lead to safer communities for all our residents. Tackling adverse childhood experiences will also mean that children are not exposed to these factors, and therefore they will be less likely to repeat the patterns of behaviour when they reach adulthood, having a positive effect on both their own family and the wider community.
A Wales of vibrant culture and thriving Welsh language	Children who are more engaged with education in general are more likely to benefit from improved access to opportunities to participate and engage in Welsh language, sporting and cultural activities. Participating in sporting/arts activities in particular can help to build confidence for those taking part.

<p>A globally responsible Wales</p>	<p>Engaging fully with educational opportunities will allow children to discover how their actions locally can affect global well-being, and help them to understand what actions they can take to help safeguard the future of the planet. Positive early intervention can prevent higher healthcare costs in adulthood.</p>
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Objective 3: Positive People – Empowering and enabling all our residents to achieve their own potential

What our communities and stakeholders say

“Longevity, lifestyle, quality of life – we have to keep making small steps to improve people’s lifestyles and life expectancy. Lots of small schemes have come and gone; we need to retain good practice” (Participant at Upper Rhymney Community Engagement meeting, 3rd October 2017)

“How do we empower people? Need knowledge of the local area. Local services are disappearing which means it is difficult to see the 4P’s and feel empowered about it happening.” (Participant at Lower Islwyn Community Engagement meeting, 10th October 2017)

“Residents need a clear path for information – someone to call, or a named person/service. Also a place where people can go for more information [website] and social media presence.” (Participant at Lower Islwyn Community Engagement meeting, 10th October 2017)

“Closure of GP surgeries in localities makes preventative health care difficult for people with no transport, disabled people and those relying on public transport” (Participant at Upper Rhymney Community Engagement meeting, 3rd October 2017)

Why we chose this objective

The Board member organisations exist to provide services for, and on behalf of, residents and the environment in which they live. However, there needs to be a fundamental shift in how we plan, shape and deliver services in collaboration with each other, but more importantly, with communities. We want residents to be able to access the services they need to help them look after their own well-being. As well as actions that empower residents to look after their own physical, mental and well-being needs, we want to support them to become productive and active community members.

Our older population is increasing and is predicted to rise even more sharply in the years to come. The positive contribution older residents provide to society is significant and recognised. By supporting residents to have a healthy and independent life for as long as possible, this contribution can be maximised and the demand on already stretched services can be reduced.

Currently, most services are delivered when our residents are in need, such as treating an illness or dealing with a family that is in crisis. We need to shift all public services to become more preventative in nature, so that problems are identified and addressed before individuals reach crisis point or require treatment for a health condition, for example. This will also include providing residents with the support, advice and guidance they need in order to be able to take ownership of and manage their own lives.

Equipping residents to adopt healthy behaviours will help them to take responsibility for and manage their own physical health, mental health and well-being. Lifestyle choices are a key cause of health inequalities and can have a major impact on healthy life expectancy.

One of the major issues identified in the Assessment was the relatively high level of unemployment and, in particular, economic inactivity within the county borough. Unfortunately, some of our local residents have never worked or are employed in very low skilled jobs as they lack the qualifications, skills or confidence they need in order to engage fully with the labour market. Some of our residents come from families where no-one has worked for generations, and therefore they will require intensive support and opportunities to develop and build on their knowledge and skills.

Throughout our engagement, volunteering was seen as a way of individuals making the first steps towards future employment, by allowing them to experience the world of work and help them to develop the skills that future employers will require. It will also help to build their confidence and contribute to their personal well-being. It has benefits from an organisational perspective, with volunteers contributing their own knowledge and skills to the organisation. Corporate volunteering can also help to fulfil an organisation’s contribution to local communities, by allowing staff the opportunity to regularly offer their time to help local organisations or causes.

Apprenticeships were also seen as a route to sustainable and well paid employment. Not only finding work but also having opportunities to progress were seen as vital from our engagement activity. Apprenticeship opportunities for all residents, both younger and older, were thought to be extremely important, with increasing employability being fundamental to tackling poverty and reducing inequality amongst our residents.

The Board recognises that different groups within our overall population (such as older people, carers, children and young people, people with disabilities etc.) may have specific needs that require targeted interventions. Alongside the work that has been undertaken in relation to develop this Well-being Plan, the Greater Gwent Health, Social Care & Well-being Partnership has undertaken a Population Needs Assessment, which identifies the needs of people requiring care and support. The Social Services and Well-being (Wales) Act 2014 introduced a duty on local authorities and local health boards to prepare and publish this Assessment, and to address these issues via an Area Plan. The Area Plan will be published in April 2018 and there are overlaps between the Area Plan and this Well-being Plan. Therefore, the plans will complement one another in terms of delivery, ensuring that actions are not duplicated.

The Board recognises that every resident has the potential, regardless of their personal circumstances, to make a positive contribution to the area in which they live and society as a whole.

Contribution to the National Well-being Goals

A prosperous Wales	Good health and personal resilience will ensure that residents are able to fully engage with the labour market and help contribute to a prosperous Caerphilly county borough. A well-educated and highly skilled population will enable residents to take full advantage of the employment opportunities that exist in the local area and wider region.
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A resilient Wales	A good education and well developed skill-set will enable residents to respond positively to the constantly changing world that we all live in, and enable them and their families to be more resilient and adaptable to change in the future. Individuals with improved health will be empowered to contribute positively to society.
A healthier Wales	Equipping our residents with the skills and knowledge they need to improve and manage their own health and well-being is an important part of ill health prevention. Lack of employment has a huge impact on individuals' physical and mental well-being. Being in employment improves feelings of self-worth, self-confidence, encourages better social interaction and helps individuals to feel that they have a place and value in society. Demand on already stretched services can be reduced by supporting residents to have a healthy and independent life for as long as possible.
A more equal Wales	Every individual deserves the opportunity to fulfil their potential, regardless of their socio-economic characteristics, background or circumstances. The right education enhanced with the appropriate skills will provide them with the tools necessary to enter and maintain employment, and take advantage of ongoing development and training opportunities that may be available. Those living in areas of deprivation are at greater risk of poor health, so adopting healthy behaviours and reducing the inequality gap in life expectancy should promote equality.
A Wales of cohesive communities	A lack of educational qualifications, poor literacy and numeracy levels, high unemployment, long-term sickness and lack of aspiration are unfortunately entrenched in many of our deprived communities and smaller pockets across the county borough. This can feel like a self-fulfilling prophecy, with individuals unable to break out of these circumstances. This can lead to a lack of interaction within the community, and increased levels of crime and anti-social behaviour, together with increased levels of alcohol and drug use. Empowering and enabling individuals to break these cycles and encouraging them to become more involved with their local communities will help to ensure that all our communities become better places to live and work in the future.
A Wales of vibrant culture and thriving Welsh language	A lack of interaction with the local community will mean that individuals and families do not take advantage of the social opportunities that exist. In addition, lower household income will limit the opportunities that both adults and children have to participate in activities such as sport, leisure and the arts. Improving health empowers individuals to be active members in their community.
A globally responsible Wales	A strong local economy where there is high employment will help to contribute to the economy both regionally and nationally, and thereby contribute to a strong global economy. Improving resident's health will prevent higher healthcare costs.

Objective 4: Positive Places - Enabling our communities to be resilient and sustainable

What our communities and stakeholders say

“Need community hubs – some groups can be very ‘parochial’ it’s their space not shared space, other areas have nothing. People are key to community cohesion but not every community has that key link person. We need to find them.” (Participant at Upper Rhymney Community Engagement meeting, 3rd October 2017)

“The housing boom is taking over spaces in the countryside. Also taking over services such as education, transport etc. which also has a knock on the effect on the area, which affects people’s well-being.” (Participant at Lower Islwyn Community Engagement meeting, 10th October 2017)

Why we chose this objective

The environment in which we live has a large part to play in individual personal perceptions of well-being. Having attractive, well-used and connected communities with easy access to the natural environment, affordable and sustainable housing, and low crime levels will support community resilience. The Board members will collaborate in this approach in a more sustainable way, taking collective action to promote positive places that provide for community and personal well-being.

As previously discussed, for some of our more deprived communities long-term economic inactivity has become normalised and poverty and disadvantage are entrenched. The ‘Deep Place’¹ approach being adopted in Lansbury Park in Caerphilly (as a way of addressing the issues experienced by local residents) will be a model for how we can potentially replicate improvements in well-being in less advantaged communities across the county borough. This will help these communities to be much more resilient to inevitable change in the future, and give them the tools and support to enable them to help themselves.

From the Assessment and our engagement activity, we know that residents value the fantastic green environment in which they live, which provides direct benefits and space for relaxation, physical activity, learning and connection with nature. There are also a wealth of other benefits for the natural environment on which our existence and quality of life depends – from the regulation of the climate, to food production, energy production, lowering flood risk and reducing the effects of air and other pollution. A network of healthy and connected green spaces that are biodiverse with healthy functioning ecosystems are essential for well-being, and we need to ensure that local communities are able to help protect and look after them, both now and in the future.

In comparison with other local authority areas with similar characteristics, the county borough does not have a high incidence of crime. However, pockets of crime do exist, either temporally or spatially. Our community engagement highlighted that whilst crime levels are relatively low, there are concerns around crime and disorder and anti-social

¹ The Deep Place method is an innovative approach to sustainable community and economic renewal, which seeks to unify local economic development with a local employment strategy, and combines the existing range of interventions with a direct approach to creating employment for marginalised populations.

behaviour in particular. Feeling unsafe within the local community has a significant impact on personal well-being, particularly for more vulnerable individuals, but can also impact on perceptions of the community as a whole.

The visual impacts of low level environmental crime (e.g. litter, fly tipping and off road motorcycling) can blight an area, and the effects are often more acute in more deprived areas, where the lack of consideration by a few can affect the whole community.

One of the issues raised by residents during the community engagement activity was the need to travel to access health services, particularly larger hospitals outside of the county borough. This was a particular issue for individuals with accessibility issues, due to poor public transport and current poor health. A more preventative approach to the delivery of healthcare is needed, by ensuring that the right healthcare professionals with the right skills are in the right places at the right times.

The Board recognises the strong connections residents have with their communities, which enhances their cultural and social identities and helps to support the historical legacy of the area. The county borough has a rich arts scene which has developed from Welsh cultural traditions, with many opportunities for individuals to enjoy activities such as visual arts, dance, music and sport. These activities can also help to reduce feelings of loneliness and isolation and enable residents to be more active members of their communities. Opportunities for fluent Welsh speakers and Welsh learners to use the language in their everyday lives was a very important message from the Assessment, and will help to achieve the Welsh Government’s vision of a million Welsh speakers by 2050².

Contribution to the National Well-being Goals

A prosperous Wales	The way in which we manage our environment and green infrastructure is a vital component of a low carbon society, providing the natural resources on which we all depend for our quality of life. They can also provide employment and other benefits such as inward investment and tourism. Having well-connected communities with low crime levels will encourage individuals to bring up their families within our communities, and encourage businesses to start, develop and grow, thereby providing employment for local people and supporting the foundational economy.
A resilient Wales	Creating healthy, green, well-functioning, well-connected and sustainable communities will help us adapt and respond to the future challenges we face. A network of connected green spaces and habitats can deliver multiple benefits for environmental, social, economic and cultural well-being for both individuals and nature.

² <http://gov.wales/topics/welshlanguage/welsh-language-strategy-and-policies/cymraeg-2050-welsh-language-strategy/?lang=en>

A healthier Wales	Communities with better public open space help residents to be more active and engaged, with better mental and physical health, and an attractive local environment is a key component of this. Living in a low crime area will impact positively on feelings of general well-being, and being able to access appropriate healthcare services close to where residents live will also help to improve well-being. Opportunities for taking part in cultural and sporting activities will help to reduce feelings of isolation and loneliness.
A more equal Wales	The socio-economic circumstances of residents should not be a barrier to their enjoyment of the facilities and activities available within the county borough, particularly in view of the potential benefits to their well-being. Similarly, there should be equity in the provision of appropriate healthcare services close to where residents live across all our communities.
A Wales of cohesive communities	Respect for shared public spaces and intolerance of the anti-social behaviour that can blight them will encourage feelings of pride, and help residents to value them. Good quality green spaces are vital for promoting positive perceptions of the county borough, as is ensuring that residents feel they are connected to the spaces that surround them. Cultural and sporting activities offer an ideal opportunity to enhance the well-being of individuals and help to bring communities together in shared enjoyment and support of these activities.
A Wales of vibrant culture and thriving Welsh language	The natural environment is an important component of how people feel connected to where they live and their own personal identity, particularly in relation to the rich historical legacy that is evident in much of the surrounding area. Utilising our green spaces for sport and recreational activity, whether formal or informal, will improve the physical and mental well-being of our residents. Opportunities for residents to enjoy cultural and sporting activities will help to ensure that their social and cultural identities are protected and enhanced. Providing opportunities for residents to use the Welsh language in their everyday lives which also help to ensure that the use of the language thrives within the county borough.
A globally responsible Wales	By protecting and looking after our local environment and our natural resources, we understand and respect the impact our local actions have on the global environment and strive to meet our global obligations.

Consultation and Engagement Activity for the Well-being Plan

Chapter 4 (Involvement) of Shared Purpose: Shared Future (SPSF 3) of the statutory guidance on the Well-being of Future Generations (Wales) Act 2015 outlines that the Board is required to fully consult with the following statutory consultees:

- The Future Generations Commissioner
- The Board's invited participants
- It's other partners
- Such of the persons who received but did not accept an invitation from the Board under Section 30 as the Board considers appropriate
- The Local authority's overview and scrutiny committee
- Relevant voluntary organisations as the Board considers appropriate
- Representatives of persons resident in the area
- Representatives of persons carrying on business in the area
- Trade unions representing workers in the area
- Such persons with an interest in the maintenance and enhancement of natural resources in the Board's area, as the Board considers appropriate
- Any other persons who in the opinion of the Board are interested in the improvement of the area's economic, social, environmental and cultural well-being

The Board agreed that the statutory 12 week consultation period on the Draft Well-being Plan would take place between 25th September and 18th December 2017. Individual e-mails were sent to the following, together with a copy of the Draft Plan and the Draft Delivery Plan:

- The Future Generations Commissioner
- The Welsh Government
- Members of Parliament for the area
- Welsh Assembly Members for the area
- Elected Members and Town/Community Councillors for the area
- Gwent Association of Voluntary Organisations (on behalf of voluntary organisations in the area)
- Unison, GMB and Unite
- Caerphilly Business Forum

The Draft Well-being Plan was reported to Partnerships Scrutiny Committee on 14th September 2017. In addition, the Draft Plan and supporting documentation was published on the Board website on 25th September 2017, together with an online survey that could be used to record responses to the Draft Plan. The online survey was also publicised via social media channels including Facebook and Twitter. A summary of the online survey results can be found in Appendix 4.

A number of written responses were received and a summary of the main points of each is provided in Appendix 5.

A number of targeted face-to-face engagement events were held including five community engagement workshops, one in each of the five community areas; a Future Scenarios workshop (all the partners involved in the work around the Act); Interact (a network of organisations working with children and young people); a series of meetings with the

Valley Voices network; and a Board workshop to consider the action areas (or steps to be taken), together with a wider focus on monitoring and accountability for the Plan. A summary of the write-ups for each of these engagement events can be found at Appendix 8.

It should be noted that both the written responses and the face-to-face meetings provided a wide range of comments and suggestions in relation to the Action Areas that will be taken forward via the Well-being Delivery Plan. All the comments have been distributed to the appropriate Action Area Leads, to enable them to be used to inform the detailed actions under each of the Action Areas.

How We Will Deliver – Key Principles

The Well-being Delivery Plan (see Appendix 2) outlines the actions to be taken in collaboration, who will be involved and the expected timeframe for each individual action.

The Board will manage its responsibility for the delivery of the Well-being Plan via the Performance Accountability Framework (see Appendix 9), which provides for:

- An integrated planning system that links high level Well-being Objectives and Priorities in the Well-being Plan to operational actions and delivery.
- A structure that links collaborative work with other strategic partnerships and statutory plans, to avoid duplication and provide a clear line of sight as to how actions are directed and delivered.
- A structure that monitors performance and delivery.
- A framework to identify areas for improvement.
- A framework to identify and share good practice.
- An opportunity to review programmes, projects, initiatives and actions, ensuring focus on delivery of Plan Objectives and Priorities.
- Clarity on respective roles, responsibilities and accountability for performance, delivery and monitoring.

The Well-being Delivery Plan is underpinned by four Enablers and five Action Areas. Each Enabler or Action Area will set its own measures in line with the following set of agreed principles:

- The purpose of reporting has to be clear.
- The reporting mechanism is less important than the quality of the discussion the reporting enables.
- The measures chosen may be of any type, as long as they are meaningful and show whether progress is being made.
- The number and types of measures should be appropriate for the actions and outcomes, and should not be limited to data or metrics. The quality of the narrative and understanding the situation is as important as data.
- Effective communication is key. Written reports should be supplemented with verbal presentations where appropriate. The Board should provide feedback to each Enabler or Action Area on the reports and presentations received.
- Action Areas should consider interrelated datasets so there can be improved analysis of cause and effect and to reduce silo working.
- There must be honesty and maturity about what is working and what is not working.
- The PSB Champion will present the report to the Board.

How will we be accountable?

Each Action Area will have a Board Champion, who will be directly responsible for presenting 6-monthly reports and exception reports to the Board. Each Action Area (and Enabler) will also have an Action Area Lead Officer(s), who will work closely with their Board Champion to drive progress and compile reports to the Board.

Performance reporting will be on a 6-monthly basis, but there will be an opportunity for interim reporting as exception based quarterly reports if decisions are needed or issues are emerging. There must be flexibility in the whole process.

The close working relationship between Board Champions and Lead Officers will enable the conflicting need to have routine reporting, and at the same time allow for more flexible reporting, to be bridged. This will help in deciding what issues may need to be flagged up if, for example, a decision is needed that cannot wait until the next reporting period. This will be a new way of connecting reporting with narrative, exception reporting and feedback. This will also provide a central point of accountability if information has not been provided.

Performance reports will be placed on the monitoring section of the Board website (<https://your.caerphilly.gov.uk/publicservicesboard/content/monitoring-scorecards>) and form part of the meeting papers for each quarterly Board meeting.

The local authority Partnerships Scrutiny Committee receives a summary exception report at each of its meetings and has the ability to call Board Members to account for delivery progress.

The National Indicator set (where it can be extrapolated for Caerphilly county borough) will be used where appropriate. The National Indicators will not match closely to actions, however, this national level measurement will evidence progress over time for the area.

The Public Services Boards in Gwent have commissioned Happy City (<http://www.happycity.org.uk/>) to develop:

- i. A Thriving Places Index, which will report on the local conditions for well-being across Gwent. It will help the Boards to understand and assess the determinants of well-being and establish the foundations for better decision-making and resource use, which will help improve the well-being of our residents.
- ii. A Happiness Pulse for Gwent, which will be an accessible, informative tool that will measure three key areas of personal well-being – how people feel, how they act and how they relate to others, as well as exploring how residents engage with life in their communities. It will be designed to be engaging and informative for individuals, whilst providing vital data for the Boards on how they can better support residents to improve their well-being.

In the round, the combination of outputs, case studies, population outcomes, National Indicators, the Thriving Places Index and Happiness Pulse data will help to track progress over time.

The Well-being Objectives of Partner Organisations **(April 2018)**

Board member organisations that are subject to the Well-being of Future Generations (Wales) Act 2015 within their own right are required to set and meet their own public body Well-being Objectives. Each public body is required to consider the Well-being Objectives of other organisations, and those of the Public Services Board, in considering how they will maximise their contribution to the National Well-being Goals for Wales.

Gwent Police and the Gwent Police and Crime Commissioner are invited partners with full membership of the Board. Subject to central government legislation, the Police and Crime Commissioner is required to set the local Police and Crime Plan for the Force area. Due to the Police Reform and Social Responsibility Act 2011, there is a mutual cooperation requirement placed on Gwent Police, the Police and Crime Commissioner, the local authority, the local Health Board, the local Fire and Rescue Service and Probation Services to have regard to and cooperate with each other's priorities.

Police and Crime Plan priorities run for the term of office of the Commissioner, but the Well-being Objectives of Board partners run for variable timeframes.

Caerphilly County Borough Council

- Improve education opportunities for all.
- Enabling employment.
- Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people's well-being.
- Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimise the adverse impacts on the environment.
- Creating a county borough that supports a healthy lifestyle.
- Support citizens to remain independent and improve their well-being.

Aneurin Bevan University Health Board

- Support every parent expecting a child and give every child in Gwent support to ensure the best start in life.
- Support adults and children in Gwent to live healthily and to age well, so that they can retain independence and enjoy a high quality of life into old age.
- Promote mental well-being as a foundation for health, building personal and community resilience.
- Encourage involvement of people who use our services and those they support, in jointly owned decisions regarding their own health and care plans, and in wider service planning and evaluation so that we, with our partners, deliver outcomes that matter most to people.
- Ensure we maximise the effective use of NHS resources in achieving planned outcomes for services and patients, by excellent communication, monitoring and tracking systems in all clinical areas.
- Promote a diverse workforce able to express their cultural heritage, with opportunities to learn and use Welsh in the workplace.

- Develop our staff to be the best that they can be with high levels of employee well-being and, as the largest employer in Gwent, promote NHS careers and provide volunteering and work experience opportunities.
- Reduce our negative environmental impact through a responsible capital building programme and a sustainable approach to the provision of building services including; carbon and waste management, undertaking procurement on a whole life-cycle cost basis and support local sourcing, promote sustainable and active travel and, improve environmental health.
- Plan and secure sustainable and accessible healthcare services, ranging from prevention through to treatment, rehabilitation and recovery that meet current and future needs and address health inequities and differing levels of need across our communities.
- Continue to integrate our actions with wider public, independent and voluntary sector partners with the aim of developing streamlined, who system services for people who use our services and those they support.

Gwent Police and the Office of the Police and Crime Commissioner

- Taking action to prevent and reduce crime by working with partner organisations and communities to tackle crimes that present the greatest threat, harm and risk and especially those crimes committed against the most vulnerable.
- Provide excellent support for all victims of crime with a particular focus on preventing further serious harm.
- Ensuring that the police, partners and the Office of the Police and Crime Commissioner engage with communities to encourage, help and support them to work together to keep themselves safe.
- Ensuring that police work closely with partner organisations to tackle anti-social behaviour effectively.
- Ensuring that Gwent Police and the Office of the Police and Crime Commissioner are high performing organisations which value and invest in our staff to achieve value for money in delivering impressive services that meet the needs of all our communities.

Natural Resources Wales

- Champion the Welsh environment and the sustainable management of Wales' natural resources.
- Ensure land and water in Wales is managed sustainably and in an integrated way.
- Improve the resilience and quality of our ecosystems.
- Reduce the risk to people and communities from environmental hazards like flooding and pollution
- Help people live healthier and more fulfilled lives.
- Promote successful and responsible business, using natural resources without damaging them.
- Develop NRW into an excellent organisation, delivering first-class customer service
- Reduce risk by reducing the number of deliberate fires; obtaining and sharing information where possible with other agencies to reduce risk and improve community well-being; explore and understand the reasons behind fire related injuries.
- Undertake engagement to obtain views on service delivery, risk and priorities.
- Ensure that we attract, develop and retain a suitably resilient workforce that reflects our communities and is capable of delivering services.

- Ensure ICT systems and services are available to enable efficiency and support service delivery.
- Work with others to be more efficient and effective.

Public Health Wales

- Build capacity and support system change, to protect and improve health and reduce inequalities.
- Give our children the best start in life including opportunities to grow, play and learn in a healthy and safe environment.
- Support the NHS to deliver high quality, equitable and sustainable services that meet the needs of citizens at every stage of their life.
- Minimise public health risks from current and emerging diseases, environmental hazards and emergencies.
- Influence policy, planning and design to create sustainable, culturally thriving and cohesive communities, to tackle the wider determinants of health and to break the cycle of poverty and disadvantage.
- Maximise the potential of our natural and cultural resources to promote physical and mental health and well-being and create a low carbon, environmentally resilient Wales.
- Strengthen our role in global health and sustainable development, realising the benefits of international engagement.

Welsh Government

Prosperity for All: The National Strategy

<http://gov.wales/docs/strategies/170919-prosperity-for-all-en.pdf>

- Prosperous and Secure
 - Support people and businesses to drive prosperity
 - Tackle regional inequality and promote fair work
 - Drive sustainable growth and combat climate change
- Healthy and Active
 - Deliver quality health and care service fit for the future
 - Promote good health and well-being for everyone
 - Build healthier communities and better environments
- Ambitious and Learning
 - Support young people to make the most of their potential
 - Build ambition and encourage learning for life
 - Equip everyone with the right skills for a changing world
- United and Connected
 - Build resilient communities, culture and language
 - Deliver modern and connected infrastructure
 - Promote and protect Wales' place in the world

This document is available electronically in Welsh, English and Easy Read formats on the [Caerphilly Public Services Board website](https://your.caerphilly.gov.uk/publicservicesboard/) (<https://your.caerphilly.gov.uk/publicservicesboard/>). If you would like any other formats please contact:

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‘The Caerphilly We Want’ Delivery Plan 2018-2023

‘The Caerphilly We Want’ Delivery Plan 2018-2023 outlines the high level steps that will be undertaken over the next five years in order to deliver the Well-being Plan.

The high level steps have been developed following all the work undertaken throughout the process of putting together the Well-being Assessment and Well-being Plan, including extensive engagement with our residents, businesses and all partner organisations. These steps are described as either ‘Enablers’ or ‘Action Areas’ through the remainder of this document.

As stated in the Well-being Plan, the four Well-being Objectives that will drive delivery over the next five years are:

- **Positive Change** – A shared commitment to improving the way we work together
- **Positive Start** – Giving our future generations the best start in life
- **Positive People** – Empowering and enabling all our residents to achieve their own potential
- **Positive Places** – Enabling our communities to be resilient and sustainable

The Board recognises that in order to maximise its contribution to the seven Well-being Goals for Wales and our Well-being Objectives we need to move away from previous approaches, where silo delivery is often the norm. Therefore, the Enablers and Action Areas have been designed to be cross-cutting in nature and to contribute to more than one Well-being Goal and/or Well-being Objective.

The delivery structure that will support the Delivery Plan is detailed in Appendix 9. Each Enabler and Action Area will have a designated Lead(s) individual, supported by existing Delivery Groups or the establishment of new groups where appropriate. Where existing groups will become the Delivery Group for a particular Enabler or Action Area, the membership of these groups will be re-visited to ensure that all appropriate partners are involved moving forward.

Each Enabler or Action Area Group will be responsible for developing its own detailed Action Plan, in order to deliver against the high level steps detailed within this document. These will be developed taking on board the Future Generation Commissioner’s Framework for Projects, and in accordance with the Performance Accountability Framework described in Appendix 9. Therefore, it is not felt appropriate at this stage to include timeframes for the delivery of the high level steps, as discussions have yet to take place in relation to detailed action plans for each of the steps. Timeframes for each of the steps and the detailed actions will be developed as part of the action planning process.

For purposes of clarity, an ‘Enabler’ is defined by the Board as an underpinning principle that will help to deliver the Action Areas. It will also enable the Board to drive significant, long term change to improve the well-being of people in Caerphilly county borough, both now, and for future generations.

ENABLERS

Enabler 1 – Working together

Delivery Group: All Delivery Groups
Lead Officer(s): Shared across all partner organisations

High Level Steps

1. Establishing the delivery framework for the Delivery Plan, including developing detailed action plans for each of the Enablers and Action Areas.
2. Provide leadership to facilitate the change that needs to happen and enable new ways of working.
3. Maximise the synergies with key local, regional and national strategies and plans to avoid duplication and provide a clear line of sight of how actions are directed and delivered.
4. Establish the necessary methods to facilitate joint working and sharing of good practice.
5. Identify and implement joint projects that provide benefits from partnership working and the sharing of resources.

Enabler 2 – Communications and engagement

Delivery Group: PSB Communications and Engagement Group
Lead Officer(s): Caerphilly County Borough Council

High Level Steps

1. Develop and implement a meaningful, long term engagement and communications strategy to involve and inform stakeholders.
2. Jointly communicate the positive messages about the county borough to our residents, businesses and potential inward investors.

Enabler 3 – Procurement and commissioning

Delivery Group: To be agreed
Lead Officer(s): Caerphilly County Borough Council

High Level Steps

1. Ensure that when we spend our money we maximise the benefits to our communities wherever possible.
2. Work together to maximise the value for money we gain by jointly purchasing goods and services.
3. Ensure that where possible, the goods and services we purchase are sustainable, low carbon and ethically responsible.
4. Work together to develop joint procurement and commissioning frameworks across the five local authorities and particularly with health, including a focus on collaborative commissioning with the third sector.

Enabler 4 – Asset management

Delivery Group: To be agreed

Lead Officer(s): Caerphilly County Borough Council and Gwent Police

High Level Steps

1. Maximise the use and value of all our assets.
2. Work together to reduce our energy use and increase our generation and use of green energy.

ACTION AREAS

Action Area 1 – Best start in life

PSB Champion: Public Health Wales
Lead Officer(s): Caerphilly County Borough Council

High Level Steps

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

Action Area 2 – Volunteering and apprenticeships

PSB Champion: Gwent Association of Voluntary Organisations (Volunteering) and Caerphilly County Borough Council (Apprenticeships)
Lead Officer(s): Gwent Association of Voluntary Organisations (Volunteering) and Caerphilly County Borough Council (Apprenticeships)

High Level Steps

1. Develop a co-ordinated programme of volunteering, maximising it as a route to personal well-being and employment, including promoting corporate volunteering.
2. Establish an all age apprenticeship programme across PSB member organisations with a co-ordinated point of access.
3. Maximise the opportunities for residents through the Cardiff Capital Region City Deal and the Valleys Task Force.

Action Area 3 – Good health and well-being

PSB Champion: Aneurin Bevan University Health Board
Lead Officer(s): Aneurin Bevan University Health Board

High Level Steps

1. Improve joint working with an emphasis on prevention to address current and future health challenges.
2. Invest in the well-being of our staff.
3. Provide an integrated system of health, social care and well-being closer to home through the Neighbourhood Care Network.
4. Ensure front line staff have the necessary skills and expertise to provide joined up services that meet the needs of residents.
5. Work in close collaboration with the Regional Partnership Board for health and social care to ensure our individual priorities are developed in tandem to achieve our shared well-being goals.
6. Create a supportive environment that enables residents to manage their physical, mental and well-being needs in partnership with services.

Action Area 4 – Safer, resilient communities

PSB Champion: Gwent Police (Safer) and Caerphilly County Borough Council (Resilient)
Lead Officer(s): Gwent Police (Safer) and Caerphilly County Borough Council (Resilient)

High Level Steps

1. Support our most disadvantaged communities to be resilient and cohesive and enable them to help themselves.
2. Support the 'Coalition for Change' geographical partnership working, so that it can be rolled out across the area and in other communities.
3. Support housing partners to deliver appropriate, affordable and sustainable homes.
4. Work with regional partners to create safe, confident communities and promote community cohesion.
5. Work in partnership to tackle irresponsible use of green space.

Action Area 5 – Protect and enhance the local natural environment

PSB Champion: Natural Resources Wales
Lead Officer(s): Natural Resources Wales

High Level Steps

1. Protect, enhance and promote our natural environment, including encouraging and supporting community involvement.
2. Identify and remove the barriers to people accessing green spaces.
3. Increase the contribution that the environment makes to the health and well-being of our residents.



**Caerphilly Public Services Board
Well-being Delivery Plan 2018-2023**

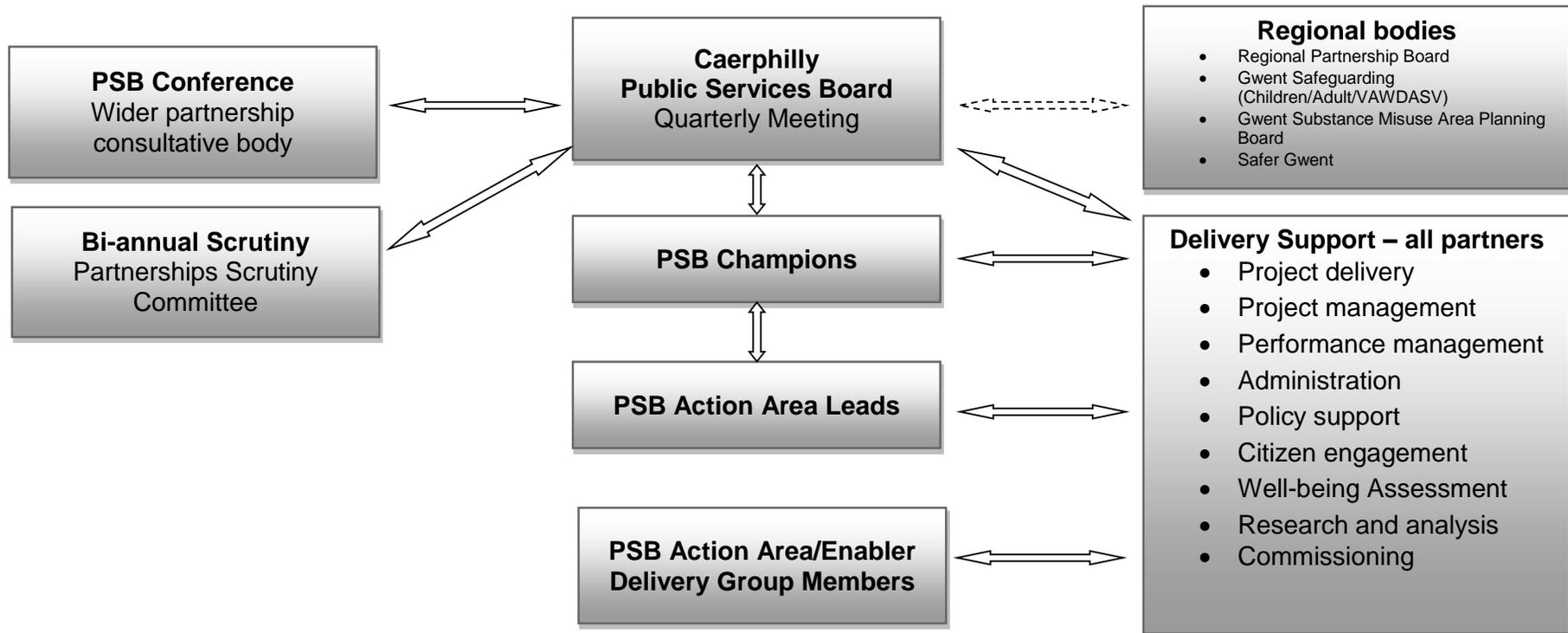
**PERFORMANCE ACCOUNTABILITY
FRAMEWORK 2018-2023**

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Partnership Structure

The diagram below shows the partnership structure which will deliver the Caerphilly PSB Well-being Plan.



Introduction and Plan Structure

The Caerphilly Public Services Board will manage its responsibility for the delivery of the Well-being Plan via this Performance Accountability Framework, which provides for:

- An integrated planning system that links high level Well-being Objectives and Priorities in the Well-being Plan to operational actions and delivery.
- A structure that links collaborative work with other strategic partnerships and statutory plans, to avoid duplication and provide a clear line of sight as to how actions are directed and delivered.
- A structure that monitors performance and delivery.
- A framework to identify areas for improvement.
- A framework to identify and share good practice.
- An opportunity to review programmes, projects, initiatives and actions, ensuring focus on delivery of Plan Objectives and Priorities.
- Clarity on respective roles, responsibilities and accountability for performance, delivery and monitoring.

‘The Caerphilly We Want’ Well-being Delivery Plan

The Well-being Plan sets four overarching Objectives (the four Positives) – Positive Change, Positive Start, Positive People and Positive Places. This framework sets out how the work to achieve these Objectives will be structured, managed and monitored.

The Delivery Plan is deliberately not divided into the Objectives as the actions, projects and activities will often contribute to more than one Objective.

Structure

The Delivery Plan is made up of five Action Areas. These are supported and underpinned by four Enablers.

Each Action Area has a nominated Board Champion, who is a member of the PSB and will report at Board level on the progress of the work in their Action Area.

Each Action Area also has an Action Area Lead Officer (or officers) which have been agreed by the Board. The Action Area Lead Officer(s) will coordinate and drive forward projects and actions. They will also be responsible for compiling reports on progress, and be a point of contact for their Action Area. Work on each Action Area will be undertaken by the Action Area Delivery Group, made up of officers from PSB partner organisations and, where appropriate, local residents or community representatives.

The Action Area Delivery Groups will develop their own action plan setting out the short, medium and long-term actions to be taken. Groups may operate on a task and finish basis. The action plans will be approved by the Board.

Action Area Lead Officer(s) will prepare reports every 6 months for their Action Area. These will be presented to the Board by the Board Champion. There will also be an opportunity for reporting on an ‘exception basis’ by the nominated Board Champion at each quarterly Board meeting.

Exception reporting will enable specific reports to be provided to the Board should issues need to be brought to their attention, for either positive or negative reasons. Aside from Board reporting, should PSB members (or others) wish to be informed of progress on any of the Action Areas they should contact the Action Area Lead Officer(s).

Action Area Lead Officers will meet on a quarterly basis to ensure that links are maximised and that good practice is shared. Six-monthly events, based on the successful 'Future Scenarios' format, will be held for all Action Area Delivery Group members to hear about progress in other Action Areas and to maximise links.

An overarching Annual Report will be produced, incorporating progress against agreed steps and actions across the whole Well-being Plan.

Policy Officer support will be provided to assist the Action Area Lead Officer(s) and Delivery Groups.

Accountability & Reporting Principles

Each Enabler or Action Area will set its own measures in line with the following set of agreed principles:

- The purpose of reporting has to be clear.
- The reporting mechanism is less important than the quality of the discussion the reporting enables.
- The measures chosen may be of any type, as long as they are meaningful and show whether progress is being made.
- The number and types of measures should be appropriate for the actions and outcomes, and should not be limited to data or metrics. The quality of the narrative and understanding the situation is as important as data.
- Effective communication is key. Written reports should be supplemented with verbal presentations where appropriate. The Board should provide feedback to each Enabler or Action Area on the reports and presentations received.
- Action Areas should consider interrelated datasets so there can be improved analysis of cause and effect and to reduce silo working.
- There must be honesty and maturity about what is working and what is not working.
- The PSB Champion will present the report to the Board.

Content and Type

- Reports will be clear and focused, and written in plain language with limited acronyms.
- Templates will build in risks or vulnerabilities.
- Arbitrary targets are not useful as they can drive unintended consequences.
- Each Enabler and Action Area needs detailed actions and clear outcomes to aid the meaningfulness of measurement.
- Use will be made of case studies, digital stories and other qualitative measurement methods where they can add value and understanding.
- Action and reporting will be about the collaborative 'added value' not the 'day job'.
- It is permitted to report 'there is nothing to report' on a quarterly exception basis. This should help to ensure there is no over-reporting so the Board can focus on important issues.

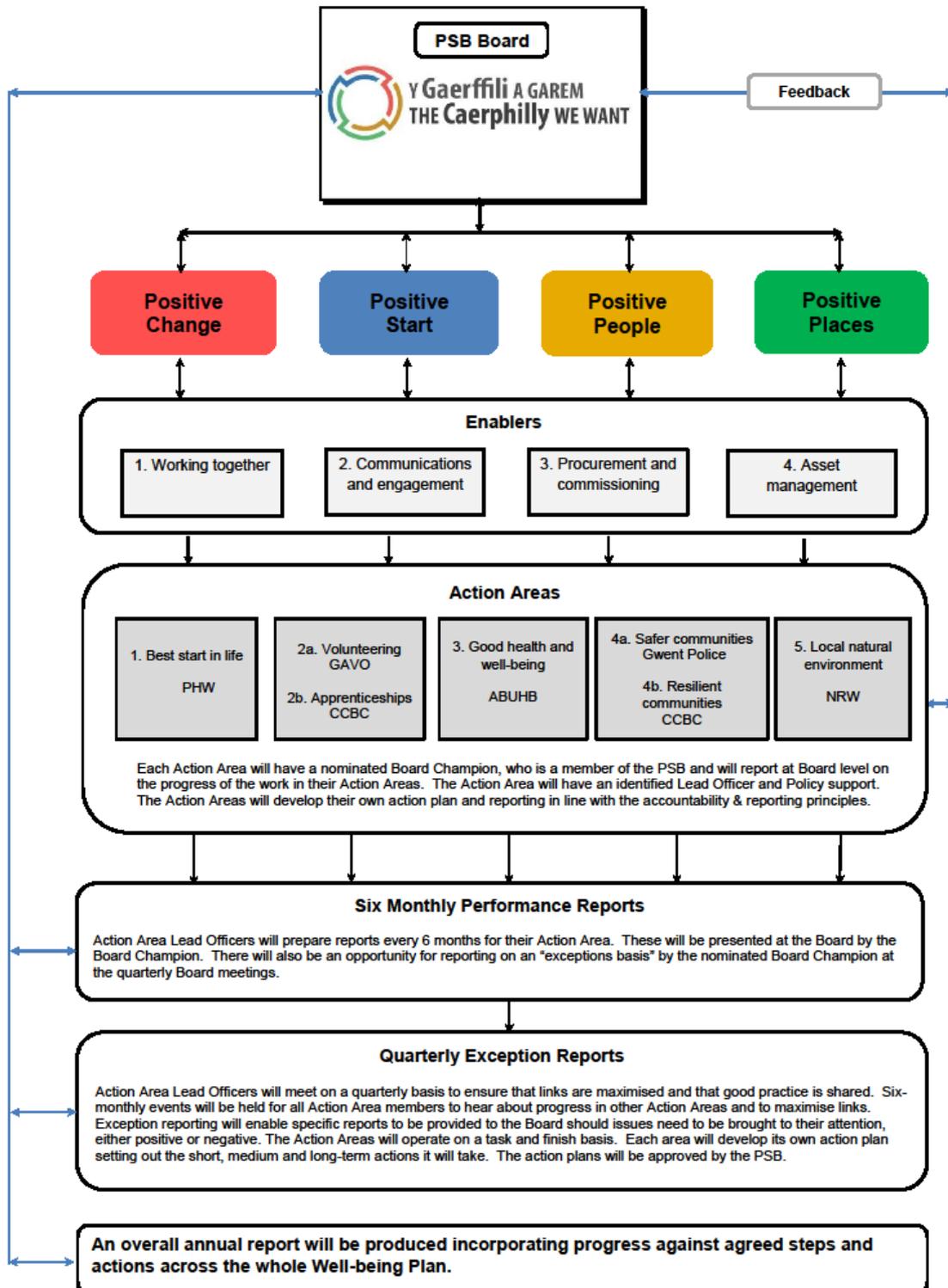
Accountability

A close working relationship between the PSB Champion and Action Area Lead(s) will be important for effective reporting. The PSB Champion will present reports to the Board, and this role will help the Enablers and Action Areas to flag up information and updates to the Board, who need to understand deeper issues affecting outcomes.

This close working relationship will enable the conflicting needs to have routine reporting, but at the same time allow for more flexible reporting, to be bridged. This will help in deciding what issues may need to be flagged up if, for example, a decision is needed that cannot wait until the next reporting period. This will be a new way of connecting reporting with narrative, exception reporting and feedback. This will also provide a central point of accountability if information has not been provided.

Clear accountability of who writes reports and by when must be decided at outset.

Public Services Board – Accountability & Reporting Framework 2018-23



Roles and Responsibilities

Role	Description	Responsibility
Public Services Board	Statutory and invited Public Services Board organisation representatives	<ul style="list-style-type: none"> Overall responsibility for ensuring delivery of objectives within Well-being Plan
Board Champion	Public Services Board Member	<ul style="list-style-type: none"> Presenting 6 monthly Action Area report and exception reports to the Board Works closely with the Action Area Lead Officer(s) and Policy support Champions issues and removes barriers to the delivery of the Action Areas
Enabler or Action Area Lead Officer(s)	Officer(s) who coordinates and leads the work on an Enabler or Action Area	<ul style="list-style-type: none"> Coordinates Action Area Delivery Group Compiles reports Point of contact for Action Area
Enabler or Action Area Delivery Group member	Officers from partner organisations, community groups and residents, with the expertise and ability to influence decisions and undertake actions	<ul style="list-style-type: none"> Provide expertise Help to develop the action plan Deliver agreed actions to achieve the aims of the Enabler or Action Area
Policy Officer	Officers from Caerphilly County Borough Council, and other PSB member organisations with Policy roles	<ul style="list-style-type: none"> Provide Policy support such as research to the Action Area Lead Officer(s) and Delivery Group

Appendix 9

Enabler and Action Area Support

Enabler			
Ref	Topic	Delivery Group	Lead Officer(s)
1.	Working together	All partner organisations	All Delivery Groups/Lead Officer(s)
2.	Communications and engagement	PSB Communications and Engagement Group	Caerphilly County Borough Council
3.	Procurement and commissioning	To be agreed	Caerphilly County Borough Council
4.	Asset management	To be agreed	Caerphilly County Borough Council and Gwent Police

Action Area			
Ref	Topic	PSB Champion	Lead Officer(s)
1.	Best start in life	Public Health Wales	Caerphilly County Borough Council
2.	a) Volunteering	Gwent Association of Voluntary Organisations	Gwent Association of Voluntary Organisations
	b) Apprenticeships	Caerphilly County Borough Council	Caerphilly County Borough Council
3.	Good health and well-being	Aneurin Bevan University Health Board	Aneurin Bevan University Health Board
4.	a) Safer communities	Gwent Police	Gwent Police
	b) Resilient communities	Caerphilly County Borough Council	Caerphilly County Borough Council
5.	Protect and enhance the local natural environment	Natural Resources Wales	Natural Resources Wales

Policy support for all Enablers and Action Areas will be provided by Caerphilly County Borough Council.

Well-being Plan



BWRDD GWASANAETHAU CYHOEDDUS
Blaenau Gwent
PUBLIC SERVICES BOARD

3.1

The Blaenau Gwent We Want

2018-2023





BWRDD GWASANAETHAU CYHOEDDUS
Blaenau Gwent
PUBLIC SERVICES BOARD

Blaenau Gwent Well-being Plan



BWRDD GWASANAETHAU CYHOEDDUS
Blaenau Gwent
PUBLIC SERVICES BOARD



“The Blaenau Gwent We Want”

This document is available electronically at the Blaenau Gwent PSB website and is also available in hard copies at each of Blaenau Gwent’s local libraries.

If you would like to receive a copy of this document in another format please contact:

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Version: Blaenau Gwent Well-being Plan to be considered for publication by the Public Services Board on 26 April 2018.

Disclaimer: This plan has been produced and published under the requirements of the Well-being of Future Generations (Wales) Act 2015. This published document is part of an on-going approach to improve well-being in Blaenau Gwent, and as a consequence it will be updated as appropriate.

The most up to date version of this document is available on the PSB website:
<http://www.blaenau-gwentpsb.org.uk>



Mae'r ddogfen hon ar gael yn Gymraeg
This document is available in Welsh





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Blaenau Gwent Public Services Board Partners



Foreword

As Chair of Blaenau Gwent's Public Services Board (PSB), I am pleased to introduce you to Blaenau Gwent's Well-being Plan 'The Blaenau Gwent We Want'.

Blaenau Gwent's Public Services Board was established in April 2016, under the Well-being of Future Generations Act. It brings together a range of public sector organisations with a focus on improving the well-being of the area.

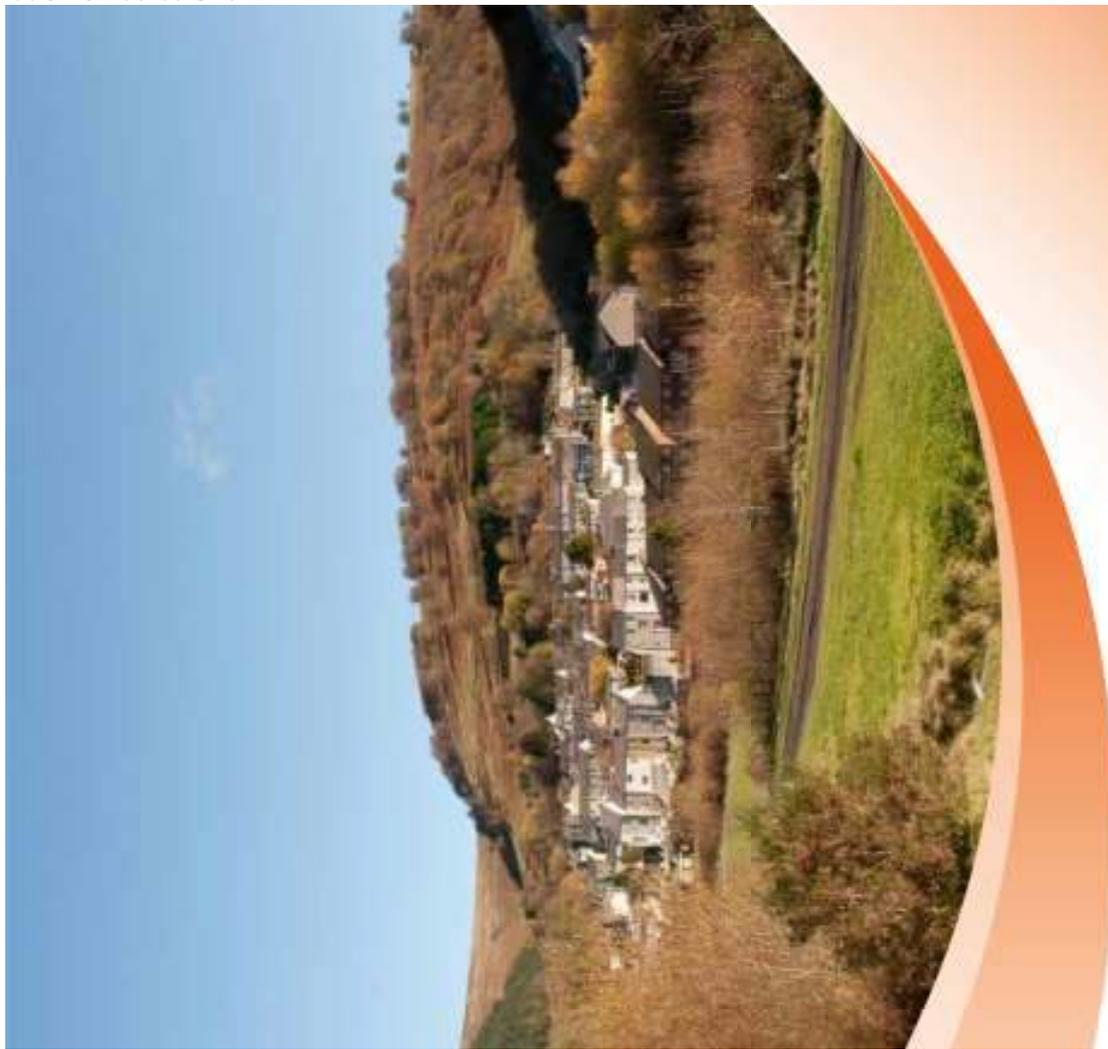
Building on the findings of Blaenau Gwent's Well-being Assessment and the Blaenau Gwent We Want Engagement Programme, five local well-being objectives have been developed which sets out the direction for action and agenda for change over the next five years.

The well-being plan belongs to everyone. It is ambitious, and will require public service organisations to work in new ways, together with communities and stakeholders. The plan looks to drive significant change which will transform the area and will have wide positive impacts on the well-being of Blaenau Gwent's current and future generations.

We also invite you to take the time to be part of delivering the plan as we realise that everyone has an important role to play in improving well-being.

On behalf of the Public Services Board, we look forward to working with you, so together we can create the Blaenau Gwent We Want.

Councillor Nigel Daniels
Chair of Blaenau Gwent Public Services Board
Leader of Blaenau Gwent County Borough Council



Our Area

A profile of Blaenau Gwent





Well-being Plan 'The Blaenau Gwent We Want'

Blaenau Gwent as a place

Blaenau Gwent is a place of heritage and dramatic change, with a sense of its past but its eyes firmly on the future. It is relatively small geographically, being at most 15 miles north to south, and 8 miles east to west. It is defined physically by high hillsides dividing the three main valleys. These valleys are home to towns and villages which seem to merge together into one. However, each community proudly maintains its own character and traditions.

Although the towns give the county borough a busy, urban feel, Blaenau Gwent is actually a largely rural area. Wherever you are, beautiful countryside is never far away.

A short history

Before the early 1800s, the area that is now Blaenau Gwent was a quiet, rural area dominated by tiny villages and farmland. Welsh was the only language, and English was little understood.

The start of the industrial revolution sparked transformational change as people looked to take advantage of the plentiful supply of resources that could be found. In the first instance this took the form of ironworks, quickly followed by coal mining and steel making.

As the industries grew, so did the demand for labour and the population of Blaenau Gwent grew remarkably. Between the early 19th and early 20th century the population rose from around 1,200 to well over 120,000.

As our communities thrived, so did the need for services required to deal with this social and cultural explosion, examples being education, health, shops and leisure opportunities. This led to the growth of a network of communities and neighbourhoods, which make up the towns and neighbourhoods that we know today.

The strong commitment to social justice and a solid work ethic in Blaenau Gwent is demonstrated by campaigns for improvements in standards of living. Examples of this include the first ever board of health which marks Blaenau Gwent as the birthplace of the NHS, campaigns for electoral reform, abolition of company-run shops, and reductions in working hours, many of which still influence the way people live their lives today. The community spirit which is a lasting legacy of these achievements is alive and well today and is a recurring theme in this plan, as you will see.

Present day Blaenau Gwent

The period from the late 1980s saw the formation of Blaenau Gwent as it is known today. In 1996 it changed from a district of Gwent County to a county borough council, following local government reorganisation.

In the last 20 years the people of Blaenau Gwent have faced challenges including the closure of coal mines in the 1980s and the closure of Ebbw Vale Steelworks in 2002, leading to huge job losses.

This is highlighted by a 5% reduction in the population between 1991 and 2011. This is in contrast to Wales overall which has seen a 4% increase. Currently, 49% of Blaenau Gwent working residents commute outside the borough to work and commuting distances have increased.

We cannot underestimate the effect of these issues. Even so, in the last 20 years the area has seen significant structural and environment improvement, following major levels of capital investment, and the greening of our valleys as nature recovers from the long-term scarring caused through our historical industries. In an attempt to reduce the effect of pit and steelwork closures, significant effort has been geared to re-focusing towards the manufacturing and services industry, which now makes up a significant part of the local economy.



The Blaenau Gwent Well-being Assessment, published in May 2017, also provides a more detailed picture of local well-being.





Well-being Plan 'The Blaenau Gwent We Want'

Easy ways for you to improve your well-being

If you are interested in improving your well-being below are five ideas you could consider doing.

- 

1. Take a walk.
Why not get out and about in one of our many parks, forests, or areas of natural beauty.
- 

2. Join a local club or group.
Invest some of your time in something you enjoy doing, or have always wanted to do.
- 

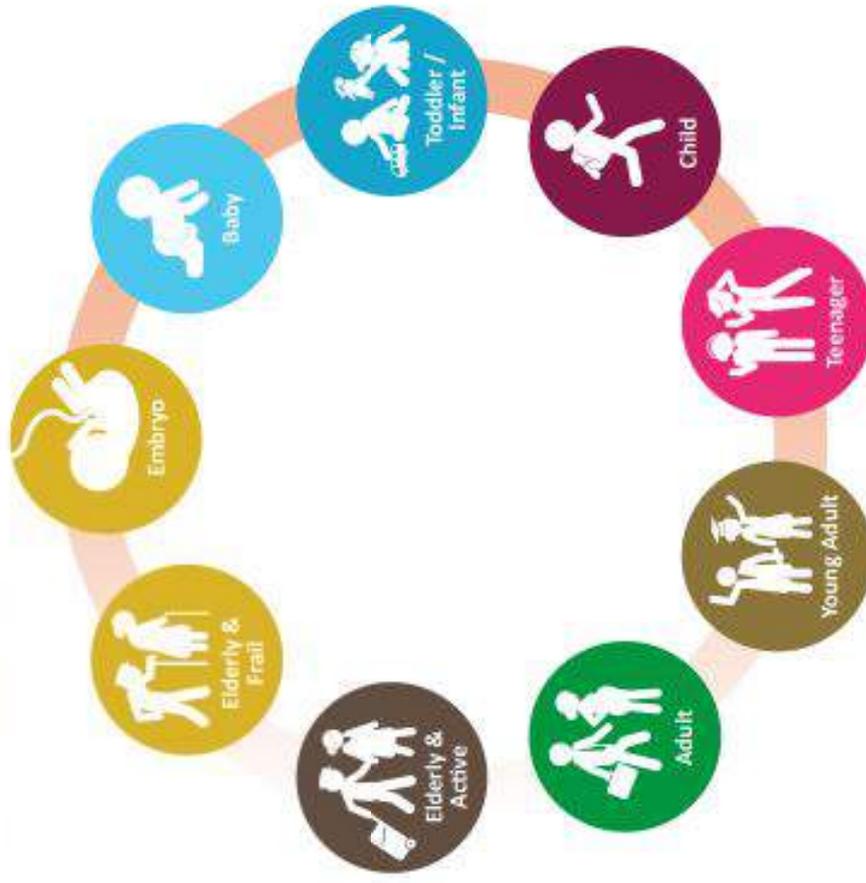
3. Talk to your neighbours.
Take some time to connect with people, especially if you know they don't get out much.
- 

4. Learn something new.
Keep your mind healthy by doing new things. Try a class, read a book or explore the internet.
- 

5. Volunteer.
Give something back by volunteering in things you are passionate about.

Well-being across the whole life-course

Our well-being plan is for everyone. Using a whole life-course approach we will look to maximise the well-being of local people and communities of all ages, from the conception of an embryo right the way through to later stages in life and becoming elderly. The diagram shows how we will achieve this through delivery of our 5 well-being objectives.



Further information is provided in supporting documents to this plan.



Well-being Plan 'The Blaenau Gwent We Want'

Introduction

Blaenau Gwent Public Services Board was established in April 2016 as part of the Well-being of Future Generations Act 2015 ("the Act"). It is a partnership of key public bodies who by working together have a huge responsibility to create a place we want to live now and in the future.

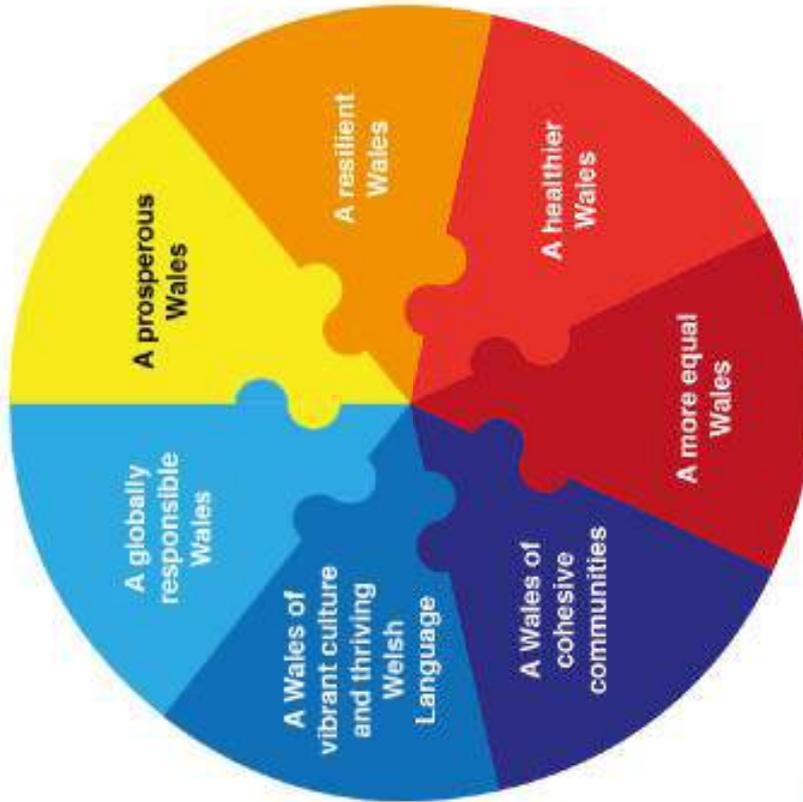
The Act is a ground-breaking piece of legislation which aims to improve the social, economic, environmental and cultural well-being of Wales. The vision of this legislation is expressed in the seven National well-being goals pictured opposite.

The Act also puts a duty on public bodies to apply the sustainable development principle which states they 'must meet the needs of the present without compromising the ability of future generations to meet their own needs'. The sustainable development principle is made up of the following five ways of working, pictured below:

	Long term Balancing short and long-term needs.
	Involvement Work better with people, communities and each other.
	Collaboration Working better together.
	Integration Take a more joined-up approach to working.
	Prevention Stopping problems from starting, or from getting worse.

National Well-being Goals for Wales

The seven well-being goals set out the kind of Wales we want to see, now and in the future. Together they provide a shared vision for Public Services Boards to work towards:



Please refer to Welsh Government's The Essentials Guide for further information on the Well-being of Future Generations (Wales) Act 2015.





Well-being Plan 'The Blaenau Gwent We Want'

As Blaenau Gwent's Public Services Board, we recognise the opportunity this legislation presents to do things differently. This means Public Services Board partner organisations working towards the same shared, ambitious vision. A vision shaped by what the evidence tells us, what the people of the area tell us, what we believe we can achieve with determination, and by embracing the five ways of working.

This document is the result of the Public Service Board's work to develop a coherent plan for delivering well-being. As part of this plan we have prioritised five key well-being objectives, to take forward, in order to bring about positive changes for local people and communities.

Further information is provided in supporting documents to this plan.

Our Well-being Objectives for 2018 to 2023

1	Blaenau Gwent wants everyone to have the best start in life...	Ensuring early years of future generations are healthy, happy, free from harm and ready to succeed.
2	Blaenau Gwent wants safe and friendly communities...	Creating safer communities, where people feel safe and have good social connections, are socially responsible and have a good cultural life.
3	Blaenau Gwent wants to look after and protect its natural environments...	Creating a vibrant area that lives in harmony with its natural environments, using resources in a fair and sustainable way.
4	Blaenau Gwent wants to forge new pathways to prosperity...	A place where people thrive and achieve their full learning and lifelong potential.
5	Blaenau Gwent wants to encourage and enable people to make healthy lifestyle choices in the places that they live, learn, work and play.	A place where people live longer with better health, a place where healthy behaviours is the 'norm'.

Further information is provided in supporting documents to this plan.

Each well-being objective is important, and of equal status. All five of the well-being objectives are connected, and must be considered collectively, if we are to successfully improve the well-being of the area and maximise the areas contribution towards achieving the National Well-being Goals.

Focusing our work on five key areas will enable the Public Services Board to ensure it is able to maximise the use of its finite resources. Allowing us to focus our efforts effectively, in order to bring about change and to deliver the biggest impact we can on the areas well-being. We recognise we will not be able to solve every problem, but by working better together with existing local, regional and national partnerships we will be able to achieve more and deliver better outcomes for the area.

Further information is provided in supporting documents to this plan.

Our well-being plan is a long-term plan which sets out the long-term vision for the area over the next 35 years. It will be divided into medium-term delivery phases of five year periods, with the initial phase to be launched in May 2018 to May 2023. During each delivery phase, we will regularly monitor and review progress and will be held accountable for our commitments in-line with the duties of the Act.

Further information is provided in supporting documents to this plan.

These five well-being objectives have been developed building on evidence from Blaenau Gwent's Well-being Assessment, citizen insight from the Blaenau Gwent We Want Engagement Programme, and also professional expertise provided by Public Services Board partners and wider stakeholders.



Section overview

The document is divided into five main sections that provide key information for each of Blaenau Gwent's well-being objectives. Each main section is divided into the following sub-sections:

1	Overview	Sets the scene and provides an introduction to the well-being objective.
2	What people have told us?	Highlights what people told us during the Blaenau Gwent We Want Engagement Programme.
3	Why is this important?	Says why this well-being objective is important for the area, outlining some of the key headline statistics and where possible the consideration of future trends.
4	What difference do we want to make?	Outlines the wide positive impacts on well-being we are seeking to achieve for current and future generations.
5	How will we deliver?	Provides an overview of intended steps for delivery across the whole well-being plan. Outlines further information on what the intended steps for delivery are against each of the well-being objectives over the short, medium and long term. Highlights evidence-based case study examples to demonstrate what action could look like, where possible.
6	What are the other benefits?	Highlights wider economic, social, cultural and environmental well-being benefits that the intended steps for delivery looks to achieve.



Blaenau Gwent Wants...

The Best Start in Life for Everyone





Well-being Plan 'The Blaenau Gwent We Want'

Blaenau Gwent wants Everyone to have the Best Start in Life...

Overview

Early childhood is a critical stage in life that can determine much of a person's future well-being. Over the course of the first 1000 days (from conception to the second birthday) a child develops behaviours, and the ability to think and reason as part of their cognitive development. This sets the stage for lifelong health, learning and achievement, to relationships (including family life) and what is passed on to future generations.

The delivery of early year's services can be cost effective as they can deliver improved outcomes for children, young people and families which create healthier and happier communities. There are also opportunities for children to be able to grow, play and learn in a healthy and safe environment which we will seek to maximise.

However, making sure everyone has equal access to the right services and support, at the right time, is critical if public service organisations are to maximise the opportunities for current and future generations to prosper. Work to support this is already going on through existing interventions and initiatives. We intend to help maximise impact, increase collaboration and where appropriate, develop new ways of working through this plan.



Types of services available to support the best start in life includes breastfeeding, oral health, vaccination uptake, parenting support, reducing smoking and alcohol intake during pregnancy and safeguarding.

What have people told us?

During the Blaenau Gwent We Want Engagement Programme people recognised that giving children the best start in life was a key challenge that needed specific support, particularly given that Blaenau Gwent was a deprived area. Many felt that this was the most important thing to get right and that improvements here would have a positive impact on most of our other priorities.

The top three issues people told us about were:

(21%) (11%) (9%)

Activities for Children & Young People

Educating / Raising awareness

Support

"Need more things for children to do to keep them from trouble"

"Substance misuse epidemic across the area"

"Not every parent can help: some can't read or write themselves. Some children don't have stories read to them"

Further information is provided in supporting documents to this plan.



Well-being Plan

'The Blaenau Gwent We Want'

Why is this important?

Ensuring everyone has the best start in life is important as it has a wide reaching impact across each of the well-being objectives and National Well-being Goals. The cost of the 'worst start in life' on public services is extremely high. Yet investing in early years could help achieve a saving of £72 billion (over 20 years), across Wales by preventing key associated issues.

There are a number of issues facing Blaenau Gwent's children, young people and families. For example, as an area of high deprivation it has the highest percentage of its sub-wards (23.4%) in the most deprived 10% in Wales.

Future trends research suggests that relative child poverty is projected to significantly rise from 29% (2014-15) to 36% in 2021-22, across Wales. However, Blaenau Gwent's current level is already at 35%.

Key to the delivery of this well-being objective is looking to tackle childhood poverty (including in-work poverty). Evidence shows this can have a positive impact on the quality of overall family life, leading to better educational attainment, better health, increased life expectancy and positive outcomes for the communities in which they live.



Further information can be found in Blaenau Gwent's Well-being Assessment and Welsh Government's Future Trends in Wales Report 2017.

What are the other benefits?

Ensuring everyone has the best start in life has the potential to bring wide benefits to other areas of well-being. For example, children, young people and families will be more economically and socially resilient and will be able to effectively contribute to the culture and vibrancy of the area. Investing in early years will lead to safe, confident communities who utilise their environments to explore, develop and learn.



Further information is provided in supporting documents to this plan.

How will we deliver Best Start in Life for Everyone?

Some of the key steps Public Services Board will take in order to meet this objective includes:

- Understand more about our early years services, including their quality and where the gaps are;
- Develop an early year's road-map that guides families towards the right support;
- Ensure public services are Adverse Childhood Experiences ready
- Explore how well-being hubs can help give children the best start in life





Blaenau Gwent Wants...

Safe and Friendly Communities

Blaenau Gwent wants Safe and Friendly Communities...

Overview

Blaenau Gwent has strong community assets and a sense of self. Social, physical and digital networks are important to people as they help contribute to safer, more friendly and connected communities.

The area has a good range of community facilities ranging including parks, community centres, institutes, learning action centres, libraries, leisure centres, cinemas and theatres and museums.

We are proud of our cultural heritage and natural environment and will work in partnership to protect, conserve and enhance them.

The Public Services Board also recognise that there are community safety issues which can only be tackled in partnership. Therefore, developing a programme of action to tackle crime and anti-social behaviour, domestic abuse and substance misuse (drugs and alcohol) and preventing extremism, as well as providing support to vulnerable people and communities is critical. Work on these areas is already going on through existing interventions and initiatives. We intend to help maximise impact, increase collaboration and where appropriate, develop new ways of working through this plan.

Blaenau Gwent wants to have safe and friendly communities, now and for future generations. Using a 'whole place' approach, the Public Services Board will preserve, protect and enhance Blaenau Gwent's cultural heritage, natural environments, and will support thriving and vibrant settlements and new developments. We will develop a more equal partnership with citizens and communities, empowering and mobilising people to support change and take ownership and responsibility for where they live and work.

This objective will also focus on tackling key community safety issues and aims to bring change over a sustained period of time.



By tackling harmful behaviours such as gress fires, illegal off-road vehicle use, littering and fly tipping we can maintain the natural rugged beauty of our valleys and a strong sense of identity which impacts positively on those who visit, work and live here.



What have people told us?

During the Blaenau Gwent We Want Engagement Programme some people told us they thought there is low levels of pride in the area. To combat this people said that there should be more activities available and advertised, where people can get to know one another to help reduce levels of isolation.

People told us transport in the area is not adequate enough and can lead to isolation and missed opportunities. We also recognise that isolation can lead to poor mental health including depression and anxiety which should be supported to improve overall mental health.

People also told us they wanted more police on the streets, as they felt that this would lower Anti-Social Behaviour (ASB), and help them feel safer, particularly in town centres.

Substance misuse was also seen as a particular problem for Blaenau Gwent with drug taking apparent in town centres and local parks.

The top three issues people told us about were:

(29%)

Police presence

(14%)

ASB/Vandalism

(8%)

Activities for Children & Young People



Further information is provided in supporting documents to this plan.



The Blaenau Gwent We Want

Well-being Plan

Why is this important?

Creating safe and friendly communities can have a substantial impact on social, cultural, economic and environmental well-being.

People in Blaenau Gwent report 70.96 crimes to the police per every thousand people. This is above the Gwent average of 68.33. These continues to be a long term fall in the amount of anti-social behaviour reported to the police, although this may be because some of these incidents are now recorded in a different way. The numbers of people who report domestic abuse to the police has risen, and 14% of all reported domestic abuse incidents in Gwent are reported in Blaenau Gwent.

With domestic abuse being one of the Adverse Childhood Experiences (ACEs), we recognise how ACEs affect the well-being of children, young people and families.

Furthermore, it's estimated that by 2035 those aged 65 and over will make up 29% of the total U.K. population.

Older people already currently make up 25% of Blaenau Gwent's population, with this trend set to increase. Ensuring older people feel secure and connected is an important focus for us. Currently 47% of people aged 65 and over say they did feel part of their local community; 20% said they did 'sometimes', and 20% said they did not.



Further information can be found in Blaenau Gwent's Well-being Assessment and Welsh Government's Future Trends in Wales Report 2017.

What are the other benefits?

Ensuring everyone has the best start in life has the potential to bring wide benefits to other areas of well-being. For example, children, young people and families will be more economically and socially resilient and will be able to effectively contribute to the culture and vibrancy of the area. Investing in early years will lead to safe, confident communities who utilise their environments to explore, develop and learn.

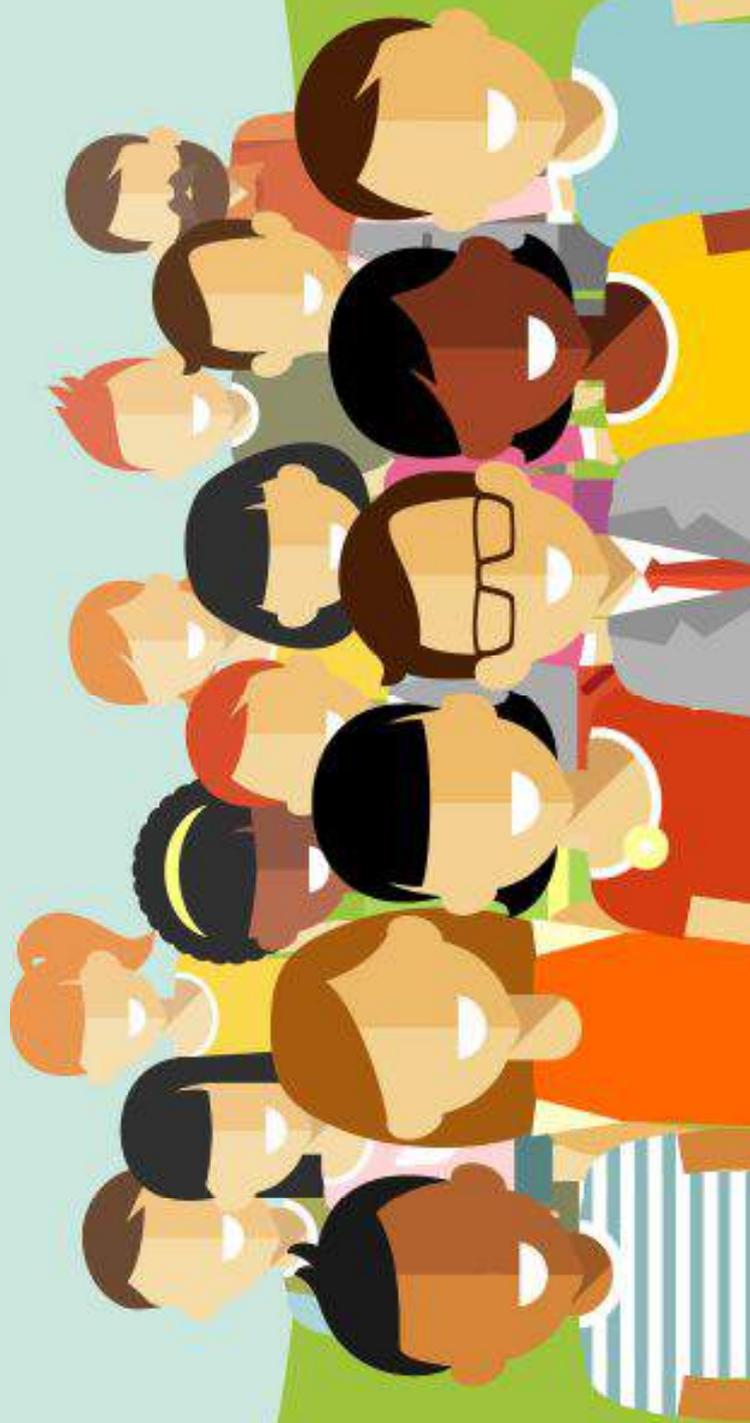


Further information is provided in supporting documents to this plan.

How will we deliver Safe and Friendly Communities?

Some of the key steps Public Services Board will take in order to meet this objective includes:

- Use the skills, experiences and resources of local people to create strong, connected communities
- Develop area based approaches responding to community safety issues
- Create Age Friendly Communities





Blaenau Gwent Wants...

To Look After and Protect the Environment

Chapter 3

3.1



Well-being Plan 'The Blaenau Gwent We Want'

Blaenau Gwent wants to look after and protect its environment...

Overview

Our environment is much more central to our day to day well-being than we may realise. It is the places we live, work and learn, the streets we walk down and the countryside that surrounds us. It is the places we visit for enjoyment and recreation, and it provides employment.

To look after and protect our environment there are challenges including climate change and the loss of natural habitats that we must address. To do that we must improve our urban green spaces walk and cycle more recycle more and look after the land in a sustainable way



"WE HAVE ADDED COMMON LAND & PLANTED FLOWERS TO MAKE IT LOOK NICE"

less litter on the streets



OUR NATURAL ENVIRONMENT IS THE THING WHO'S BOOM BOOM NICE



We rely on the environment for "ecosystems services" which are the air we breathe, the clean water we drink, the food we eat, and the energy that heats our homes.

What have people told us?

During the Blaenau Gwent We Want Engagement Programme, people told us that they treasure the natural assets Blaenau Gwent has. A picture emerged of an area that people are proud of but also want to see it taken better care of.

There is a real desire to see that communities are kept clean, tidy and usable. Many suggested taking more action to protect the environment and make the area a better place to live, work and attract more visitors to the area through tourism.

The top three issues people told us about were:

(39%)
Clean, tidy area

"We have a great history in BG. Attract and invest in tourism"

(14%)
Waste & recycling

"Support people to make homes more environmentally friendly"

(10%)
Preserving

"Lack of respect for the environment – pick your litter up!"

Further information is provided in supporting documents to this plan.



Well-being Plan 'The Blaenau Gwent We Want'

Why is this important?

Global emissions of carbon dioxide have almost doubled since 1990. Wales has only reduced its emissions by 18% since 1990. We recognise our responsibility towards reducing carbon emissions. Currently Blaenau Gwent's carbon footprint is 30.64 tonnes per person, which is below the Wales average of 11.11 tonnes per person. However, we recognise more must be done to reduce it even further.

Wales is one of the least wooded nations in Europe (14%), however Blaenau Gwent is one of the most wooded counties in Wales (22.5%) and 65% of people living in Blaenau Gwent live within 400m of their nearest accessible green space.

We also recognise that there are areas where we can improve more. For example, Blaenau Gwent has a 57% re-cycling rate (2016-17). The lowest in Wales, which is a significant increase from the previous year's 48%.



i Further information can be found in Blaenau Gwent's Well-being Assessment and Welsh Government's Future Trends in Wales Report 2017.

What are the other benefits?

By reducing our reliance on fossil fuels we can be more prepared for current and future generations transitioning to a low carbon economy which we know we must do. We recognise this will lead to benefits such as instant costs savings and raising environmental awareness.

However, there are also a number of compelling knock on and secondary benefits if we can achieve what we are setting out to do.

Research also shows that being outdoors and engaged in nature can have significant benefits for mental health and physical well-being. This presents a natural link to some of the social prescribing methods we are interested in exploring further as part of our 'Blaenau Gwent wants safe and friendly communities...' well-being objective.

A clean, and safe and easily accessible environment that is easily accessible can have a significant role in people being active in their communities, creating safer, more cohesive neighbourhoods and make the most of natural resources.

Children will be more likely to play, and be allowed to play outdoors if they can play in a well-kept, safe and accessible environment. This will help them exercise, socialise and learn.

People who regular use are active in their environments and take part in active travel are less likely to suffer chronic conditions associated with non-active lifestyles.

On a more apparent level, having a street scene and landscape that is well maintained and enhances the perception of the area can contribute towards making Blaenau Gwent a place that is attractive to live in, visit and invest in, therefore helping our tourism industry, falling population and need for more investment and thriving businesses.

Reducing our reliance on fossil fuels and moving to a 'low carbon economy' can provide jobs and attract investment. Gearing our consumption towards renewables will also be future-proofing ourselves against the possibility of future energy shortages and shocks. A more energy secure Blaenau Gwent with warm homes will also address fuel poverty, and help to reduce winter deaths and associated respiratory problems that are linked to cold homes.

As we reduce our carbon footprint through more sustainable procurement practices, we can fulfil our role as a global citizen by using alternatives that are ethical and sustainable such as Fairtrade, Forest Stewardship Council and Marine Stewardship Council sustainably approved products.

How will we deliver Look After and Protect it's Natural Environment?

Some of the key steps Public Services Board will take in order to meet this objective includes:

- Lead on taking action against climate change through delivery of a carbon positive project;
- Promote active travel to reduce our collective carbon footprint;
- Make Blaenau Gwent a cleaner, greener place where nature can thrive



Well-being Plan

'The Blaenau Gwent We Want'



Further information is provided in supporting documents to this plan.



Blaenau Gwent Wants...

To Forge New Pathways to Prosperity

Well-being Plan

'The Blaenau Gwent We Want'

Blaenau Gwent wants to Forge New Pathways to Prosperity....

Overview

In Wales, one in four people currently live in poverty and Blaenau Gwent is at the sharp end of this. We have the highest child poverty rate in Wales and some of its most deprived communities. It is no coincidence that we are one of the least competitive places in the UK and for decades have suffered from economic decline associated with de-industrialisation.

The consequences of this can be clearly seen in our town centres. Through the amount of people who had to leave the area for work, are out of work, or employed with low paid or insecure jobs. The nature of poverty has changed too. Having a job or even two or three jobs does not guarantee a life of prosperity. In-work poverty is an increasing concern and is illustrated by the fact that working families and young people in Wales are at greater risk of poverty now than they were a decade ago.

Having a successful well-being economy will require us to move away from unsustainable patterns of economic growth. Many interventions that have gone before have helped create jobs and mitigate the effects of de-industrialisation but have not brought about the scale of change required to meet the area's economic development needs. In times of economic crises, communities like ours are the first to feel the effects and the last to benefit from recovery. That is why we need a local economy that is more resilient to change and sustainable in the face of trends like globalisation, climate change, a UK exit from the European Union and an ageing population.



This is important because the economic circumstances of a big deteriorating sector of well-being is the backbone to our skills acquisition and the conditions we live in. It affects our aspirations and those of our children and grandchildren. It also matters because of equality and fairness - no one's life chances should be disadvantaged or reduced because of where they live.



What have people told us?

During the **Blaenau Gwent We Want** Engagement Programme many people told us improving the quality of education was important and that children need to be better prepared for jobs by introducing a curriculum for life which would give children the skills they needed to get jobs.

There was a perception that issues around employment were not so much a shortage of available skills, but **lack of local jobs** and **poor public transport links**. For example, many people were critical of the bus services, which they said were often late, not available early in the morning, too expensive, and did not provide the adequate connections to jobs.

People also told us there needed to be more apprenticeship schemes and volunteering opportunities to give people 'on the job experience'.

The top three issues people told us about were:

(17%)

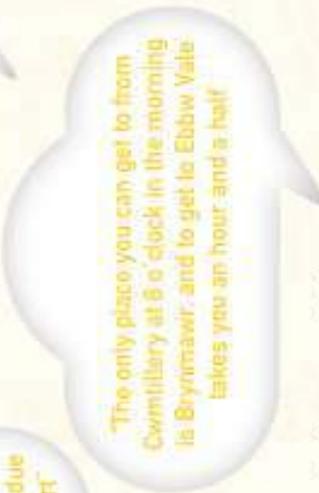
Employing/training apprentices

(12%)

Jobs availability

(12%)

Public transport



Further information is provided in supporting documents to this plan.



Well-being Plan 'The Blaenau Gwent We Want'

Why is this important?

Blaenau Gwent is the least competitive place in the UK overall. It has 294 active businesses per 10,000 working age population which is low compared to neighbouring areas and Wales overall (481 per 10,000 working age population). Nearly 20% of people have no qualifications and nearly a quarter of residents live in the most deprived areas across Wales.

On average people earn £433.90 per week, compared to people earning £623.40 per week in Monmouthshire, and £498.30 for Wales.



1 Further information can be found in Blaenau Gwent's Well-being Assessment and Welsh Government's Future Trends in Wales Report 2017.

What are the other benefits?

If we are able to improve the economic fortunes of Blaenau Gwent, we know that having a better economic outlook can lead to a number of other benefits including health. For example, if more people can have good quality, well paid employment it is more likely they will live healthier and happier. Having a stronger local economy will also help reduce Blaenau Gwent's "carbon footprint". If more goods and services are produced locally, and more jobs are closer to home, it means there will be lower carbon emissions from people commuting in and out of the area, and from goods and services being brought into the area from further away.



Further information is provided in supporting documents to this plan.

How will we deliver Forge New Pathways to Prosperity?

Some of the key steps Public Services Board will take in order to meet this objective includes:

- Maximise the opportunities for prosperity through regional projects such as the Cardiff Capital Region City Deal.
- Ensure people have the right skills for the future
- Respond to welfare reform to ensure people they receive the right support





**Blaenau Gwent Wants...
Encourage and Enable People to Make
Healthy Lifestyle Choices in the Places they
Live, Learn, Work and Play**



Well-being Plan 'The Blaenau Gwent We Want'

Blaenau Gwent wants to encourage and enable people to make healthy lifestyle choices in the places they live, learn, work and play ...

Overview

Blaenau Gwent wants to encourage and enable people to make healthy lifestyle choices to promote good health and reduce levels of poor health and disease.

Blaenau Gwent has a population that on average is unhealthier than the rest of the population in Wales. Our life expectancy rates and healthy life expectancy levels are lower than the Wales average.

The proportion of people getting enough physical activity to benefit their health in Blaenau Gwent over the last decade has remained stubbornly flat

and smoking rates are above the Wales average.

We want to encourage and support people to make healthy lifestyle choices to enable children, young people and families to thrive. Resulting in local people and communities reaping the wider social and economic benefits of being active, eating healthy and being health conscious and fully aware of the negative consequences harmful health behaviours can have. Further to this, we will look at how we can collectively support preventative methods, such as social prescribing, which provides alternative ways for dealing with health issues, rather than advocating people to automatically take prescription medications.

We want to ensure current and future generations live longer, but with good health. Research has proven that people practicing positive health behaviours from birth throughout the life course will lead to greater independence, and people being free from complicated health conditions later in life. Helping to relieve existing pressures and reduce costs on public services. For example, obesity alone is estimated to cost the Welsh NHS £73 million per year, rising to nearly £86 million if overweight people are also included.

Blaenau Gwent wants to encourage and enable people to make healthy lifestyle choices and will set out a programme of activity which builds on the delivery of existing interventions and initiatives. We intend to help maximise impacts, increase collaboration and where appropriate, develop new ways of working through this plan.

Part of this work will include exploring the root causes and barriers of why people make unhealthy lifestyle choices, and understanding how we can support behaviour change effectively.

What have people told us?

During the Blaenau Gwent We Want Engagement Programme there were a low number of comments received about promoting healthy behaviours and lifestyles. However, comments received by young people, particularly teenagers, were more likely to say that smoking was an issue and they said that smoking e-cigs was seen as a 'cool' thing to do. Some suggested that work needs to be done, such as campaigns, to create a negative stigma around smoking.

The top three issues people told us about were:

(32%)

Activities for Children & Young People

"Free gym memberships and activities for parents and children"

(14%)

Educating / raising awareness

"Too many fast food restaurants; not enough healthy food options"

(7%)

Affordability of healthy eating options and healthy eating

"Smoking is seen as cool, particularly e-cigs and weed"

Further information is provided in supporting documents to this plan.



Well-being Plan 'The Blaenau Gwent We Want'

Why is this important?

Males born today can expect approximately 60 healthy years of life and females about 59 years. This is significantly lower than the Wales average (males, 65.3 years; females, 66.7 years).

Less than one third of people in Blaenau Gwent get the recommended amount of exercise they need to live healthily. Also the percentage of adults in Blaenau Gwent who reported eating five a day is 26%, which is statistically lower than the average for Wales (32%).

The Child Measurement Programme (CMP) Wales tells us that 29% of children aged 4 and 5 years are overweight or obese. With obesity levels for both adults and children projected to increase. People with obesity face more barriers in living life to the full and achieving their full potential.

28% of all people in Blaenau Gwent have a limiting long-term health problem or illnesses according to the most recent census. This is higher than Wales overall (23%) and was the second highest level in Wales.

Whilst smoking levels in Blaenau Gwent have reduced over time they remain too high. 26% of adults smoke compared to 21% in Gwent and 20% in Wales. Smoking is the largest single preventable cause of ill health and death in Wales with high costs to the NHS, society and the economy. We have an opportunity to improve health if we reduce smoking rates.

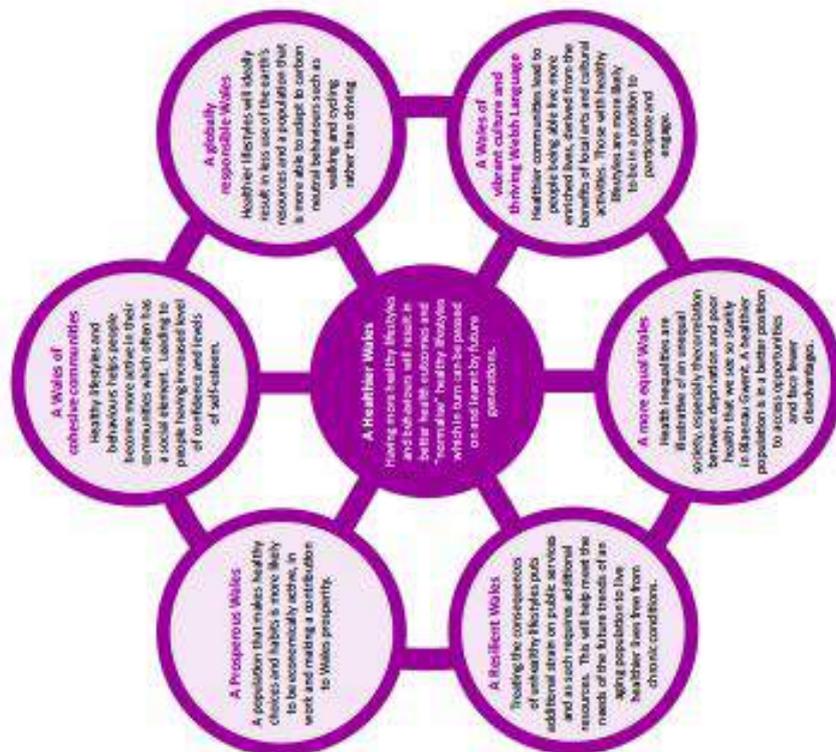
i Further information can be found in Blaenau Gwent's Well-being Assessment and Welsh Government's Future Trends in Wales Report 2017.

What are the other benefits?

By having a population that makes healthier lifestyle decisions, we will have a fitter, healthier population that are in work, or ready for volunteering and work. This will make a contribution to our objective to have a successful well-being economy if people are in a better position to be economically active.

People who have healthier lifestyle choices are in a better position to be active in their local communities, which can help support safer and friendlier communities and stronger social networks

Healthier lifestyle choices can result in a smaller carbon footprint through more sustainable consumption and travel practices, as well as from a reduced need for health services, prescription drugs and resources required to treat the side effects of unhealthy lifestyles and associated conditions.



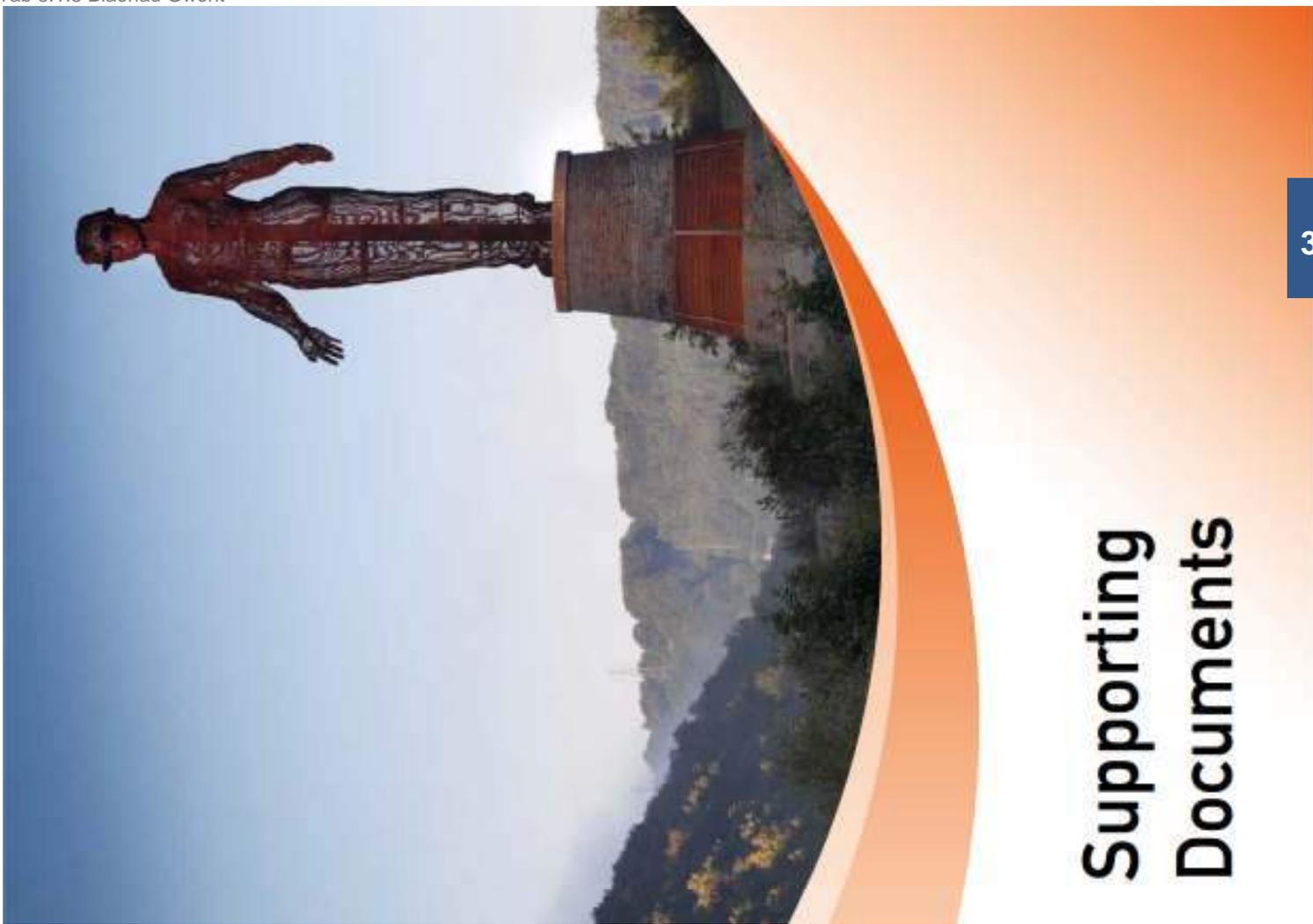
Further information is provided in supporting documents to this plan.

How will we deliver Encourage and Enable People to Make Healthy Lifestyle Choices in the Places they Live, Learn, Work and Play?

Some of the key steps Public Services Board will take in order to meet this objective includes:

- Promote healthy lifestyle behaviours like taking exercise and eating well
- Help people to reduce and avoid health harming behaviours (like smoking)
- Remove the barriers that stop people making healthier choices





Supporting Documents



Well-being Plan 'The Blaenau Gwent We Want'

Our PSB Commitment and Approach

We recognise delivering this ambitious plan will require a step change in the way we work together as public service organisations. Bringing about significant change and improving the area's well-being will require a different approach, where new ways of working are explored to deliver the short, medium and long-term outcomes we want to achieve.

In seeking to drive forward positive change, we are committed to embedding "sustainable development" at the heart of our decision making processes, recognising the importance of putting the five ways of working (involvement, collaboration, integration, prevention, long-term) at the forefront of our work.

To compliment this approach, we have collectively agreed to adopt a core set of principles which we will enact to maximise well-being. This builds on the work we did in December 2016 on 'Creating a Purposeful PSB'.

Blaenau Gwent has a Public Service Board who...

- **Recognise collective responsibility**
Committed towards shared ownership, accountability and added value
- **Provides collaborative leadership, but welcomes mature challenge**
Works effectively together to achieve a shared vision and outcomes
- **Focuses on what matters the most**
Does not attempt to prioritise everything, seeks opportunities which ensure the biggest differences are made
- **Uses intelligence to drive action**
Proactively seeks the use of data, information and citizen insight to inform priorities and shape delivery
- **Remains locally focused, but considers regional opportunities**
Seeks to improve the well-being of Blaenau Gwent, whilst maximising the areas opportunities

Well-being Plan Delivery Programme 2018 to 2023
2018/19 Edition (Year One)

No.	High Level Action	PSB Lead	Timeframe	Delivery Method
1.	Working Together on Universal Credit	Tai Calon Community Housing	April 2018 (Long-term)	Logic Mapping - Stakeholder Event
2.	Early Years First 1,000 Days Programme	Aneurin Bevan University Health Board	April to July 2018 (Long-term)	Review of existing provision via stakeholder event
3.	Maximising Opportunities for Prosperity	Blaenau Gwent County Borough Council	April 2018 (Long-term)	Discussion to be held at PSB meeting in April
4.	Getting Blaenau Gwent Active and Healthy	Public Health Wales	May 18 - Dec 18 (Short-medium term)	Blaenau Gwent on the move - NRW (Subject to approval)
5.	Launch of the Well-being Plan at 'Go Wild'	PSB (All)	Jun 2018 (Short-term)	Tree Planting - Interactive stall
6.	Adverse Childhood Experiences (ACEs) Ready Workforce -	Gwent Police	2018-20	Level 1 training of key public services workforce. To review the scale of local issues associated with ACEs in 2019-20





Well-being Plan 'The Blaenau Gwent We Want'

Working together on Universal Credit

High Level Actions

No.	Detail of Action	Timescales	PSB Lead	Collaborative Approach
1.	Gather intelligence on existing approaches being used to tackle Universal Credit by partner organisation operating in Blaenau Gwent.	Summer 2018	Tai Calon Community Housing	Partnership Workshop using logical mapping approach. PSB Members to identify key areas of organisations working on UC and ensure appropriate attendance at workshop

Impact on Five Well-being Objectives					
	Best Start	Safe & Friendly	Prosperous	Environment	Healthy
Primary					
Secondary	✓				
Tertiary				✓	✓

Early Years First 1,000 Days Programme

High Level Actions

No.	Detail of Action	Timescales	PSB Lead	Collaborative Approach
2.	Carrying out a review of 'Early Years Services Provision' offered by partner organisations in Blaenau Gwent.	2018/19	Aneirin Bevan University Health Board	PSB members to ensure that appropriate staff within their organisations responsible for delivering Early Years Services effectively participate in review process.

Impact on Five Well-being Objectives					
	Best Start	Safe & Friendly	Prosperous	Environment	Healthy
Primary					
Secondary	✓				
Tertiary			✓	✓	✓

Maximising Opportunities for Prosperity

High Level Actions

No.	Detail of Action	Timescales	PSB Lead	Collaborative Approach
3.	Maximising the opportunities of regional strategic projects for example, Cardiff Capital City Deal, Valleys Task Force, Valley Tech Park)	2018/19	Blaenau Gwent County Borough Council	Consider the Blaenau Gwent approach to maximising opportunities for prosperity. Identify organisational leads, and establish effective arrangements with strategic boards, delivering the regional agenda.

Impact on Five Well-being Objectives					
	Best Start	Safe & Friendly	Prosperous	Environment	Healthy
Primary					
Secondary			✓		
Tertiary		✓			✓

Getting Blaenau Gwent Active and Healthy

High Level Actions

No.	Detail of Action	Timescales	PSB Lead	Collaborative Approach
4.	Implementation of the Blaenau Gwent on the Move project to pilot active travel corridors and improve greening of neighbourhoods.	2018/19	Public Health Wales	Working together to maximise NRW funding pot through identifying match funding. PSB Members to facilitate organisational involvement and identify key officers to support the project.

Impact on Five Well-being Objectives					
	Best Start	Safe & Friendly	Prosperous	Environment	Healthy
Primary					
Secondary			✓		
Tertiary		✓			✓



Well-being Plan 'The Blaenau Gwent We Want'

Launch of the Well-being Plan at 'Go Wild'

No.	Detail of Action	Timescales	PSB Lead	Collaborative Approach
5.	Launch the well-being plan to the public and community at the 'Go Wild' event	2018/19	PSB (All)	Working together to support the launch of the Well-being Plan, centred on the promotion and involvement of local people and communities. PSB to get involved on day, unveiling of plaques to launch the plan.

Impact on Five Well-being Objectives					
	Best Start	Safe & Friendly	Prosperous	Environment	Healthy
Primary				✓	✓
Secondary	✓				
Tertiary			✓		

Adverse Childhood Experiences (ACEs) Ready Workforce

High Level Actions

No.	Detail of Action	Timescales	PSB Lead	Collaborative Approach
6.	Training of key public services workforce via ACEs Skills and Knowledge Framework	2018/19	Gwent Police	Level 1 training for well-being workforce. PSB members to identify key workforce to be targeted in Year 1 in their organisations.

Impact on Five Well-being Objectives					
	Best Start	Safe & Friendly	Prosperous	Environment	Healthy
Primary	✓			✓	
Secondary		✓			
Tertiary			✓		✓

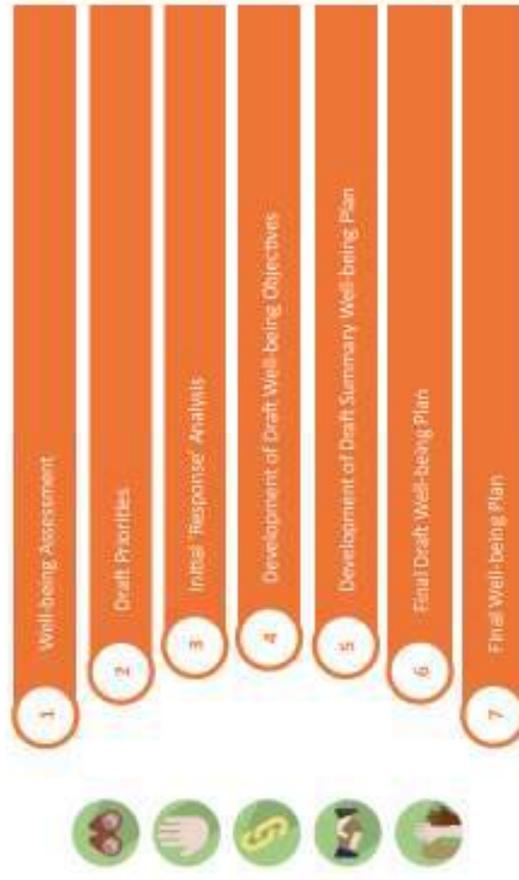
Enablers – Regional working (Funded by the Gwent Strategic Well-being Assessment Group)

No.	High Level Action	PSB Lead	Timeframe	Delivery Method
7.	Happiness Pulse	PSB (All)	April 2018	Implementation of the Happiness Pulse project.
8.	Taking Action on Climate Change	Natural Resources Wales (NRW)	April to July 2018	Implementation of Lived Experience Project on Climate Change.
9.	Future Scenarios in Gwent	PSB (All)	April 2018	Next phase of Future project

Well-being Assessment to Final Well-being Plan...

The Public Services Board (PSB) has developed this Well-being Plan in seven stages. Each stage has sought ways to ensure the plan maximises well-being and contributes towards the seven National Well-being Goals through collective action.

You can find out further information about each stage, including who was involved, how decisions were taken and what happened next. The "sustainable development" principle, also known as the five ways of working, was embedded throughout the process.





Well-being Plan 'The Blaenau Gwent We Want'

1. Well-being Assessment

In accordance with the Well-being of Future Generations (Wales) Act, an **assessment of well-being** for the area was published in May 2017, following a formal consultation.

This comprehensive, technical document was informed by data, available research and citizen insight from the Blaenau Gwent We Want Engagement Programme. It examined social, economic, environmental and cultural well-being. The assessment sets out the assets of the area as well as the current and future challenges and opportunities it faces.

Blaenau Gwent **Well-being Assessment** is a fundamental resource, which has been used to inform the development of the plan.

2. Draft Priorities

At a meeting of the PSB in March 2017, the PSB considered the content of the **Well-being Assessment** and decided to task the PSB's Strategic Support Group to develop and apply a **'Prioritisation Matrix'**, as a tool to help indicate what the top well-being priorities for the area could be.

The results were considered at a special PSB workshop session in April 2017. This led to the collective agreement of a draft set of **14 indicative priorities** which were used to inform the development of local well-being objectives. For further information about the workshop session, please [click here](#).

3. Initial 'Response' Analysis

The next stage included further research into understanding each of the indicative priorities. The PSB agreed to use Welsh Government's suggested **'logic model'** approach in collaboration with partners at a PSB Stakeholder event in July 2017. The event brought together partner organisations, stakeholders and interested parties.

The 'logic model' was used to map existing interventions against each of the indicative priorities and explored the relationships between resources, current activities, and outcomes. The PSB considered feedback received from the workshop and findings from Phase 3 of the Blaenau Gwent We Want Engagement Programme, and decided to do more research into the 14 draft priorities.

On 6 September 2017, the PSB Scrutiny Committee endorsed a report titled the **'Process being used by the Public Services Boards to set well-being objectives'**. The PSB also discussed translating the following high-level themes into draft well-being objectives, and to consider what collective steps would need to be taken to achieve them:

- Best start in life;
- Healthy behaviours and lifestyles;
- Strengthening cultural identity and community resilience;
- Forging new pathway to prosperity; and
- Improving the natural environment

4. Development of Draft Well-being Objectives

In October 2017 the PSB considered the **Future Generations Commissioner Advice Note** which was used to inform the development of the Draft Summary Well-being Plan. The PSB agreed to adopt a core set of principles to maximise well-being, as part of an ongoing work programme to embed the sustainable development principle across working practices.

5. Development of Draft Summary Well-being Plan

On 31st October 2017, the 12 week statutory formal consultation of the **Draft Summary Well-being Plan 'The Blaenau Gwent We Want'** was launched. During this time, anyone could participate and give feedback via an online or paper questionnaire, or could respond independently. The PSB also engaged with a number of **statutory consultees**. The plan was scrutinised by Blaenau Gwent County Borough Council's **PSB Scrutiny Committee** on 11 January 2018.

Phase 4 of the Blaenau Gwent We Want Engagement Programme also held conversations with the public. All of the consultation feedback was analysed and used to inform the development of a Final Draft Well-being Plan for the area.

6. Final Draft Well-being Plan

The PSB signed off the Final Draft Well-being Plan on 28 February 2018, prior to circulation to core statutory bodies of the Board (Aneurin Bevan University Health Board, Blaenau Gwent Council, South Wales Fire & Rescue and Natural Resources Wales) and other invited partner organisations for endorsement.

7. Final Well-being Plan

Our Final Well-being Plan received full endorsement on 26 April 2018, we celebrated our official launch at the **'Go Wild! – Eco Friendly Futures Event'** on 9th June 2018 the event held as part of Wales' Nature Week held at Parc Bryn Bach.

Next steps...

Taking forward the Well-being Plan Delivery Programme (Year One Edition, 2018/19) is the next fundamental stage towards bringing about improved well-being for the area. Our delivery programme will demonstrate our statutory requirement for the taking of all reasonable steps by the PSB (in exercising their functions) to meet our well-being objectives.

Further information is provided in the PSBs agreed approach for delivery section. To find out more about how the PSB looks to monitor performance and accountability, throughout the life cycle of the plan, please [click here](#).



Well-being Plan 'The Blaenau Gwent We Want'

Blaenau Gwent We Want Engagement Programme

The Blaenau Gwent We Want Engagement Programme was the PSB's flagship public engagement programme which actively involved citizens and wider stakeholders in the development of the Well-being Plan over a two-year period.

The PSB committed in our terms of reference to the National Principles of Engagement and the United Nations Convention on the Rights of the Child (UNCRC), and is also subject to the Equalities Act (2010).

The programme is overseen by the PSB's **Engagement Sub-group** who set out a plan for delivery. The plan is scrutinised and supported by the **PSB Strategic Support Group**.

We approached our engagement in phases in line with the Statutory Guidance on the Well-being of Future Generations (Wales) Act 2015, and embedded the "sustainable development" principle (also known as the five ways of working) throughout our working practices.

Engagement methods

During each phase of the engagement programme we involved people through face-to-face conversations through market stall events, by completing post cards, writing poems, drawing pictures, or by filling in questionnaires (paper copies or on line). To help get as many people involved as possible an inspiration pack was produced to encourage engagement. We also engaged extensively with members of Blaenau Gwent's Citizen Panel.



Phase 1 - August to September 2016

Phase 1 was about preparing an assessment of well-being in Blaenau Gwent and ensuring the assessment was informed by the views of people in the area.

To support the production of the Well-being Assessment the group delivered engagement activities between August and September 2016. During these, people were asked:

1. What is special about Blaenau Gwent?
2. What things are important to you to live well and enjoy life?
3. What would make Blaenau Gwent a better place?
4. What can you do to make Blaenau Gwent a better place?



1,000+ people involved

Information received was analysed and built into the Draft Well-being Assessment.



Well-being Plan

'The Blaenau Gwent We Want'

Phase 2 – February 2017

Phase 2 was the formal consultation on the Draft Well-being Assessment. A range of public engagement activities were held across Blaenau Gwent. During these, people were provided feedback from Phase 1, and asked:

1. *If the information presented in the Well-being Assessment was the Blaenau Gwent they knew or was anything missing?*

The feedback from Phase 1 and 2 was used to help produce a final Well-being Assessment of the area.

Phase 3 – July to September 2017

Throughout the process we continually looked to improve the way we involved people during the development of the well-being plan. During Phase 3, based on feedback received, we actively looked to:

- Work more with people with protected characteristics;
- Work more with businesses;
- Capture more qualitative information;
- Increase questionnaire response rates
- Work more with Councillors
- Set out to capture the community assets across Blaenau Gwent, as well as gain insight into how some of the key challenges can be addressed.

This information was really valuable as it helped inform the development of the Draft Well-being Plan, including the potential priorities that the PSB needed to focus on. We asked people to consider the 5 draft well-being objectives and priorities and to consider the following questions:

1. Why do you think this should be a priority for Blaenau Gwent?
2. What do you think needs to be done to help achieve this priority?
3. Do you know of any work already being done to achieve this priority?

Throughout the process PSB members and all key partners were actively involved in working together to encourage as many people to get involved and participate, including staff.

Strengthening the Blaenau Gwent We Want Engagement Programme

We continually looked to find new ways of doing things better at each stage of delivery. This led to the analysis process being redesigned in Phase 3 so that citizen quotes were more readily available to inform the PSBs decision making process, and where consent was provided post codes were collected to compare involvement levels across Blaenau Gwent.

The analysis of information secured from Phase 3 was used to inform final draft objectives determined by the PSB in October 2017.

Phase 4 – October to January 2017

Phase 4 supported the 12 week formal consultation of the Draft Summary Well-being Plan 'The Blaenau Gwent We Want'. Here we asked people whether they agreed with the intentions of the document and for any general feedback about the plan (such as style, format, use of language etc.).

Feedback received from Phase 4 was used to inform the development of the Final Well-being Plan.

Recognition for good practice

The PSB is committed towards 'involvement', as one of the five ways of working. It was pleased to receive recognition for best practice from the Future Generations Commissioner in July 2017, referenced in the report "Well-being in Wales: Planning today for a better tomorrow". The report complimented Blaenau Gwent on the creative ways used to reach out to people, and the use of citizens art work directly used in its Well-being Assessment.

How we will monitor our performance...

To show how the PSB will achieve the intentions set out in the Well-being Plan, there is a Well-being Plan Delivery Programme which sets out how we intend to meet our five well-being objectives.

The delivery plan will demonstrate partner organisations' commitment to well-being which they will be held to account, and scrutinised over the term of the plan. The delivery plan will run for the first 5 year period from May 2018 to April 2023, being refreshed and updated annually.

This will include regular checking against the delivery plan, and holding the appropriate people accountable for their contribution.

Furthermore, on an annual basis a **progress report** will be produced, with the intention of making this readily available to key partners, stakeholders and citizens in appropriate formats.

Scrutiny of the Public Services Board

The Well-being of Future Generations (Wales) Act 2015 places a new requirement on local authority scrutiny committees to scrutinise partner organisations accountable for the delivery of well-being in their local area.

The Public Services Board Scrutiny Committee is already established and have played a crucial role in holding the PSB to account on the development of this Well-being Plan.



Well-being Plan 'The Blaenau Gwent We Want'

National, Regional and Local Policy Context

This section provides an overview of the national and regional policy context which the Public Services Board (PSB) recognises as being instrumental to the development and delivery of Blaenau Gwent's Well-being Plan.

In-line with the "sustainable development" principle it identifies opportunities for developing collaborative arrangements between the PSB and existing national and regional partnerships who are responsible for the delivery of key policy areas.

We are committed to strengthening existing relationships, with the purpose of ensuring resources and expertise are effectively used to improve the areas well-being, whilst maximising our contributions towards achieving the National Well-being Goals.

Where appropriate, we will consider the establishment of formal arrangements (such as Memorandums of Understanding) to set out how we will work together with regional partnerships, clearly defining our roles and responsibilities.

Regional Partnerships

- Informal meeting of Chief Executives and Chief Officers of public services in Gwent (Previously known as Gwent 7)**
- Gwent Strategic Well-being Assessment Group (GSWAG)**
Comprising support officers of the five Gwent PSBs the group was established to consider a consistent approach to taking forward the development of Well-being Assessments across Gwent, maximising skills, expertise and resource.
- Safer Gwent**
Safer Gwent works with key community safety partners and provide strategic direction and a structured approach to Community Safety across the five local authority areas of Gwent. Safer Gwent is made up of representatives from the local authorities, the local health board, registered social landlords, voluntary sector, youth offending services and the probation and rehabilitation services.
The group aims to achieve better outcomes in tackling anti-social behaviour, preventing re-offending and supporting.

Gwent Regional Partnership

The Gwent Regional Partnership is an advisory group set up in-line with the Social Services and Well-being (Wales) Act. The partnership includes representation from the local authority, health board and NHS Trust. They are responsible for assessing the care and support needs (and carer support needs) of Gwent and developing an Area Plan to meet those needs.

Cardiff Capital Region City Deal

The Capital Region Cabinet is made up of local authority leaders from each of the 10 city region local authorities. It aims to improve the economic conditions in the area through improved productivity, tackling worklessness, building on foundations of innovation, investing in physical and digital infrastructure, providing support for business and, ensuring that any economic benefits are felt across the region. With investment from the UK and Welsh governments supported by additional money committed from the 10 local authority partners, we will link with the emerging regional work that is supporting economic growth in Blaenau Gwent.

Local Nature Partnership (Blaenau Gwent and Torfaen)

The Local Nature Partnership is made up of organisations and individuals involved in environmental and ecological management in Blaenau Gwent and Torfaen. Responsible for the coordination, promotion and recording of existing and new actions to conserve, promote, and enhance nature.

Cross-cutting National and Regional Policies

- Equalities Act (2010)**
The Act legally protects people from discrimination at work and in day to day life on the basis of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation.
- Welsh Language Legislation**
Including a range of legislation and measures designed to ensure the Welsh Language and Welsh Language speakers are treated equally and fairly.
- UK Convention on the Rights of the Child**
An international convention that sets out the political, economic, social and cultural rights that all children everywhere are entitled to, outlining how governments and adults can support.
- Social Services and Well-being Act (2014)**
This act provides a framework for improving the well-being of people who need care and support and their carers for transforming social services.





Well-being Plan 'The Blaenau Gwent We Want'

Best Start in Life	
<p>National</p> <p>Welsh Government Child Poverty Strategy Sets out strategic approach for tackling child poverty. Includes 5 key objectives for tackling child poverty and improving the outcomes of low income families in Wales.</p> <p>Welsh Government Flying Start/ Families First Statutory Guidance for Delivery</p>	<p>Regional</p> <p>Gwent Education Achievement Service (EAS) Designed to raise education standards in South East Wales the EAS works closely with Blaenau Gwent's Chief Officer for Education, our schools and support services.</p> <p>Welsh Government 21st Century Schools and Education Capital Programme This programme is a major, long-term and strategic capital investment programme with the aim of creating a generation of 21st Century Schools in Wales.</p>

Safe and Friendly Communities	
<p>National</p> <p>Public Health Act (2017) Makes provision relevant to age friendly communities i.e. strategic approach to ensure appropriate public toilet provision.</p> <p>Prevent Strategy Aims to tackle and prevent extremism by targeting those at risk of radicalisation.</p>	<p>Regional</p> <p>Police and Crime Plan for Gwent Focuses on preventing crime and will look to provide the best service possible to improve community safety, protection for vulnerable people and to provide support for victims of crime, with a particular focus on victims of serious harm.</p>

Look After and Protect the Environment	
<p>National</p> <p>Climate Change Strategy for Wales Sets out how we are currently working to tackle the causes and effects of climate change across Wales.</p> <p>Environment (Wales) Act 2016 Puts in place a legislative framework needed to plan and manage Wales' natural resources in a more productive, sustainable and joined-up way.</p> <p>Planning Policy Wales Each Local Planning Authority in Wales must produce a Local Development Plan for its area.</p>	<p>Regional</p>
<p>The plan gives a clear indication of where development will be encouraged, or resisted, and identifies opportunities for continuing investment and regeneration in the area (for example new homes development, business development and jobs, community facilities and transport infrastructure). At the same time protecting Blaenau Gwent's natural, built and historic environment.</p>	



Well-being Plan 'The Blaenau Gwent We Want'

Forge New Pathways to Prosperity	
National	Regional
<p>Tackling Poverty Action Plan Focusing on the poorest and those at most risk of exclusion, preventing poverty, helping people into work and improving the lives of people living in poverty.</p> <p>Welsh Government: Prosperity for All The key themes of 'ambitious & learning' and 'prosperous & secure' will specifically support this objective but all aspects of this national strategy will support local work.</p> <p>Planning Policy Wales Each Local Planning Authority in Wales must produce a Local Development Plan for its area.</p> <p>The plan gives an indication of where development will be encouraged, or resisted, and identifies opportunities for continuing investment and regeneration in the area (for example new homes development, business development and jobs, community facilities and transport infrastructure). At the same time protecting Blaenau Gwent's natural, built and historic environment.</p> <p>Welsh Government Taskforce for the Valleys: Our Valleys, Our Future: Action Plan The Taskforce will work with the Cardiff City Region Deal to deliver an Action Plan which will support delivery of the Well-being Plan.</p>	<p>Gwent Education Achievement Service Designed to raise education standards in South East Wales the EAS works closely with Blaenau Gwent's Chief Officer for Education, our schools and support services.</p>

Encourage and Enable People to Make Healthy Lifestyle Choices	
National	Regional
<p>Welsh Government: Prosperity for All The key theme of 'healthy and active' and the objective 'to build healthier communities and better environments'</p> <p>Welsh Government Care Closer to Home Strategy Seeks to develop more community based services to reduce admission to hospital, or supports earlier discharge from hospital.</p> <p>Public Health Act 2017 Elements of the Act will have direct relevance i.e. prohibition of smoking in public places such as playgrounds and parks.</p>	<p>Aneurin Bevan University Health Board: Clinical Futures Strategy A three year programme will focus on transforming services, moving them from a hospital to a community setting by developing new models of locally based care through multi-agency working.</p> <p>Key to delivery are the Neighbourhood Care Networks (bringing health, social care and other public and community services together to deliver a range of place based support)</p> <p>Gwent Childhood Obesity Strategy Sets out activity across the region to reduce the number of overweight and obese children.</p>



Well-being Plan 'The Blaenau Gwent We Want'

Research and Intelligence

To support the delivery of the well-being plan, there is a commitment by the PSB to regularly utilise the breadth of research and intelligence available to inform the ongoing development and delivery of the plan.

What do we mean by research and intelligence?

We mean the collection, sharing and analysis of data and information, as well as involvement activities whereby we look to gain a better understanding of citizen and community perspectives.

Where will we get our research and intelligence from?

The **Well-being Assessment** will be a key resource tool which will help inform decisions moving forward. However, we will also be able to use research from a wide range of sources. For example:

- Reliable statistical information from public domain sources (such as Stats Wales, NOMIS and the Office for National Statistics);
- Public Services Board partner organisations;
- Commercially available information (such as marketing databases)
- Primary data gathered from engagement exercises (for example, focus groups, questionnaires, interviews)

How will we use the research and intelligence available?

We will use research and intelligence to help inform our intended steps for delivery over the short to medium term. Also we will use it to meet our longer term demands around evaluating the effectiveness and impact of our intended steps.

What research and intelligence analysis techniques will we use?

We will apply a range of techniques to help us gain a better understanding of the current and future well-being of our area and to support our decision making process. For example, we will use techniques such as quantitative, qualitative analysis as well as forecasting and back-casting techniques.

Qualitative analysis

These techniques are used to try and gain an understanding of human behaviours (people, or groups ideas, thinking, motivations, opinions and views etc.). It is obtained usually through primary research conducted through focus groups, questionnaires and interviews.

Quantitative analysis

These techniques provide an examination of measurable and verifiable data (for example, population data). It is used to help formulate facts, uncover patterns, or prove research concepts.

Forecasting analysis

These techniques provide the opportunity to undertake simple linear projections from historical data, as well as more sophisticated analysis which incorporates a wide range of information and statistical techniques (such as regression analysis) to explore more complicated causal relationships. For example, we can use this technique to understand the relationships between different factors, as well as carry out hypothesis testing.

Response analysis

This can involve a deeper analysis which is used as a way to help further understand the evidence, and what can be done to achieve defined objectives, using for example, Welsh Government's suggested approach of 'logic models'. This will be used to develop an understanding of how, and to what extent, existing services are addressing those issues. It will also help to identify and appraise alternative approaches to delivery, whilst given consideration to how future economic, social, environmental and cultural trends will affect local well-being.

How will we monitor, review and improve the way we use research and intelligence?

Whilst the well-being assessment is a relatively comprehensive document, we recognise there are still opportunities to strengthen and develop the document as we move forward.

The PSBs Strategic Support Group will oversee the ongoing development of the document, and use of research and intelligence on a quarterly basis. For example, they will be responsible for taking forward 'data development areas' identified within the **Well-being Assessment** which supports the well-being plan. They will also explore future opportunities for making research and intelligence 'live', readily available potentially via online platforms (for example, tools which have the ability to extract data automatically on a scheduled basis from a range of data sources, housed on a web-based platform).



Well-being Plan 'The Blaenau Gwent We Want'

Well-being across the whole life-course

Best Start in Life



A really important objective for all children and young people in Blaenau Gwent, placing a strong focus on investing in our current and future generations.

This objective will also be really important for the parents and families in Blaenau Gwent, particularly as they are most responsible people in creating the environments to enable children and young people to have the best start in life.

The experience of our older people, such as grandparents and older peers, is vital in ensuring not only for key skills to be passed onto our children and young people, but also important information about our history and culture.

Look After and Protect the Environment



Access to clean air and safe water and food is integral for pregnancy and early childhood development. Looking after the environment will help ensure these conditions are available now and for future generations.

Early and formative years are crucial for developing positive consumption habits that don't damage the environment and for building a positive relationship with nature...

A natural environment that is well looked after allows us to access our jobs, leisure opportunities and enjoy our natural surroundings through all stages of adult life.

Safe and Friendly Communities



This objective is important during pregnancy and early years to ensure expectant mothers, new parents and young children live in and experience safe, supportive home environments and communities.

Achieving this objective can help parents feel more confident to let their children play outside, and be comfortable to spend time and participate in their neighbourhood communities and develop support networks around them.

Safe and Friendly communities are vital for helping to combat loneliness and isolation and helping ensure our older people live in communities that are age friendly and enable them to live life to the full.

Forge new pathways to prosperity



This objective is vital for tackling child poverty and ensuring parents and families are able to provide for their children's needs and have a decent quality of life.

This objective will help support children and young adults have the confidence and aspiration to develop their full potential. It will equip them with skills for work and life and place a high value on quality education and development.

By forging new pathways to prosperity, people will be better placed to access stable, high quality employment that is part of a stronger local economy. It will allow people to live out their mature years comfortably.



Well-being Plan

'The Blaenau Gwent We Want'

Encourage and enable people to make healthy lifestyle choices in the places they live, learn, work and play

Embryo **Infant** **Toddler/Infant** **Child** **Teenager** **Child** **Teenager** **Young Adult** **Adult** **Older Adult** **Older Adult** **Older Adult**

This objective is important during pregnancy and early years to ensure expectant mothers, new parents and young children's health is good during this critical development period.

Patterns of behaviour are often set during childhood and formative years. Ensuring these habits are healthy and safe will ensure people are eating well, taking exercise and avoiding health behaviours that lead to poor health outcomes and conditions.

Positive behaviours amongst adults can help set a good example for their children, grandchildren and peers. People who make healthy lifestyle choices are more likely to be well in later life and face less barriers to enjoying life.

lifestyle choices amongst adults can help set a good example for their children, grandchildren and peers. People who make healthy lifestyle choices are more likely to be well in later life and face less barriers to enjoying life.

How our plan contributes towards the National Well-being Goals and embraces the Sustainable Development Principle. (Five Ways of Working)

Blaenau Gwent Wants Everyone to have the Best Start in Life Contribution Towards the National Well-being Goals	
A prosperous Wales	Investing in children, young people and families will result in families being able to maximise and fulfil their learning and life-long potential. For example, children that are healthier will engage well in education. Resulting in better school readiness, better skills and better ability to access opportunities. A good start in life can help reduce benefit dependency, improved levels of community confidence and self-esteem and safer communities.
A resilient Wales	A good start in life leads to current and future generations more inclined to engage with, and contribute towards protecting and enhancing the natural environment. Through the natural environment, children, young people and families can build social capital, connect with others in the community and improve mental well-being, as well as contribute towards protecting this asset now and for future generations.
A healthier Wales	A good start in life is more likely to lead to improved health (for example, maternal health, babies born healthy etc.). By tackling Adverse Childhood Experiences children are more likely to have improved mental and physical health and are more likely to have health positive behaviours throughout life. This will lead to future generations having reduced risks of developing cancer, heart disease, diabetes, low mental health and well-being.
A more equal Wales	Understanding children, young people's and families' lived experiences, and what it means to live in a particular community will help the Public Services Board to consider how it can develop a more equal Blaenau Gwent. Ensuring everyone has the best start in life will require all services to be accessible and equitable for all, including people covered by the protected characteristics within the Equality Act (Wales, 2010). Those living in areas of deprivation are at greater risk of experiencing multiple disadvantages. Tackling Adverse Childhood Experiences will lead to greater equality right across the wellbeing goals, but particularly regarding inequalities around life expectancy and healthy life expectancy.



'The Blaenau Gwent We Want'

Well-being Plan

<p>A Wales of cohesive communities</p>	<p>Investing in children, young people and families will lead to more cohesive communities. For example, preventing Adverse Childhood Experiences will lead to a reduction in youth offending, anti-social behaviour and other crimes. Safer communities will lead to more active and healthier communities with greater levels of confidence and self-esteem.</p>
<p>A Wales of vibrant culture and thriving Welsh Language</p>	<p>Investing in children, young people and families will lead to people having greater confidence and independence levels. Those engaged in learning are more likely to participate in cultural, sports and recreational activities, therefore reducing loneliness and isolation and increasing levels of fulfilment.</p> <p>Sports, arts and culture can also be used to help mitigate the effects of Adverse Childhood Experiences by building confidence through diversionary activities.</p> <p>The Public Services Board also recognises that within Blaenau Gwent, Welsh and English language are key components in our history, culture and social fabric.</p> <p>The Public Services Board recognises that promotion of the Welsh Language and effective delivery of Blaenau Gwent's Welsh Language Promotion Strategy's objectives will require the effort of all partners working together and the engagement and participation of Blaenau Gwent's residence.</p>
<p>A globally responsible Wales</p>	<p>Making sure everyone has the best start in life will support people to have better overall well-being throughout life. Therefore, reducing overall dependency on public service resources, resulting in a lowering the area's overall carbon footprint.</p>

<p>Blaenau Gwent Wants Everyone to have the Best Start in Life Applying Sustainable Development for Five Ways of Working!</p>	
<p>Long term</p>	<p>Over the long-term we want to break the cycles of Adverse Childhood Experiences being passed down to future generations through giving them the best start in life. We want to tackle the long-term negative impacts Adverse Childhood Experiences can bring to families, their future children and grandchildren.</p>
<p>Prevention</p>	<p>Prevention is at the core of this objective. Ensuring the best start in life will require the Public Services Board to consider how it can focus its existing resources, to ensure everyone has the best start in life.</p> <p>Early identification of those who are vulnerable, or at risk of becoming vulnerable will be important in taking a preventative approach to identifying Adverse Childhood Experiences at the earliest opportunity (e.g. from conception).</p> <p>Ensuring families have access to public services which are integrated, citizen centred and have a preventative focus will be key. For example, families facing problems may require support in areas such as mental health, substance misuse, criminal justice, housing etc. By addressing the root causes effectively and helping families overcome life's challenges will lead to happier and healthier families, now and for future generations.</p>
<p>Integration</p>	<p>The Public Services Board will support the better integration of children's and families, and wider services (mental health, substance misuse, criminal justice, housing etc.). We will scope potential opportunities such as co-location and pooling of resources, in a way which makes sense to local people and communities.</p> <p>We also recognise that for children to have the best start in life, all of our well-being objectives need to be successfully delivered. Taking a holistic approach we will look to support Blaenau Gwent to have healthier, happy and fulfilled lives.</p>
<p>Collaboration</p>	<p>We will work together with the Public Health Wales Adverse Childhood Experiences Support Hub and Healthy and Sustainability Hub in order to gain a better understanding of the levels of Adverse Childhood Experiences across Blaenau Gwent.</p> <p>Acting together we will consider how best to support children, young people and families using a holistic approach and will work with a wide range of partners and stakeholders. For example, we will explore how we can share information better across difference public service organisations and agencies.</p>



Well-being Plan 'The Blaenau Gwent We Want'

Involvement	<p>Involving children, young people and families to capture 'lived experience' will be important for the Public Services Board in understanding the issues. For example, what support do people need to address some of the root causes and complex challenges they face and how to tailor this support for different communities. For example, some of the key questions we could look to explore includes: What experiences do parents have when they are pregnant and post-natal? How can families get involved in the development and delivery of services available locally to them?</p> <p>We will make sure their voice and experience is captured through the delivery of the Blaenau Gwent We Want Engagement Programme, and will use citizen insight to help shape the design of services to meet current and future generation's needs.</p> <p>Involving others will be done in-line with the National Principles for Engagement and the United Nations Convention on the Rights of the Child.</p>
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Blaenau Gwent Wants Safe and Friendly Communities Contribution Towards the National Well-being Goals	
A prosperous Wales	<p>Creating safe and friendly communities will lead to Blaenau Gwent becoming an area where people will be able to prosper, develop new skills and build social capital. Enabling them to maximise their opportunities and life potential, whilst contributing towards a stronger local economy which is seen as a place to do business, to invest in, or visit as a tourist destination.</p> <p>Overcoming transport issues to ensure people can physically connect and access services within their communities needs to be effectively managed in a way which gives consideration to the global environment and impact on climate change.</p>
A resilient Wales	<p>Mobilising local people to take ownership of local assets, will promote a greater sense of pride in the area and will maximise opportunities to create vibrant natural environments that are safe and accessible for everyone. Therefore, leading to social and economic benefits realised by current and future generations.</p>
A healthier Wales	<p>Reducing levels of crime, tackling loneliness and isolation and creating friendly communities will effectively contribute towards a healthier Blaenau Gwent for now and future generations. For example, research suggests people engaging with the natural environment are more likely to have better overall levels of well-being. Therefore, creating safe community environments will give communities the confidence to enjoy their natural surroundings, through a range of different activities, which will lead to a wide variety of associated health benefits.</p>
A more equal Wales	<p>Creating safe and friendly communities, where people feel they belong and can play an active role in society will encourage Blaenau Gwent to become a place of equality, which respects and promotes the values of others.</p> <p>This well-being objective also sets out to ensure that vulnerable people and groups, including people who are covered by the nine protected characteristics of the Equalities (Wales) Act 2010 (age, disability, gender reassignment, sex, race, religion or belief, pregnancy, sexual orientation, marriage and civil partnership pregnancy and maternity, including the Welsh Language), are not disadvantaged.</p>



'The Blaenau Gwent We Want'

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<p>A Wales of cohesive communities</p>	<p>Creating safe and friendly communities will lead to communities where everyone feels they belong and can contribute positively towards society, leading to more cohesive communities across Blaenau Gwent, now and for future generations.</p>
<p>A Wales of vibrant culture and thriving Welsh Language</p>	<p>Creating safe and friendly communities will promote an increased level of pride in Blaenau Gwent's unique culture, heritage and Welsh. Resulting in the celebration, promotion and protection of the area now, resulting in enjoyment for people today, but also for future generations.</p> <p>We also know that people who feel safe will have increased confidence levels to participate in the arts, social and sports and recreational activities.</p> <p>The Public Services Board recognises that promotion of the Welsh language and effective delivery of Blaenau Gwent's Welsh Language Promotion Strategy's objectives will require the effort of all partners working together and the engagement and participation of Blaenau Gwent's residents.</p>
<p>A globally responsible Wales</p>	<p>Creating safe and friendly communities will support better overall well-being throughout the life course. This will lead to a reduction in the dependency on public services to provide support, therefore contributing towards lowering the areas overall carbon footprint.</p> <p>We recognise that increasing the sense of pride in the area will also lead to local people and communities taking ownership for looking after the areas natural environments. Resulting in the protection of local landscapes and biodiversity for future generations.</p>

<p>Blaenau Gwent Wants Safe and Friendly Communities Applying Sustainable Development (or Five Ways of Working)</p>	
<p>Long-term</p>	<p>We have considered future trends, such as an ageing population and will consider what the needs of older people are to feel safe and connected to their communities, now and for future generations. For example, we will consider how technology can be better used to reduce loneliness and isolation (e.g. social networks, online community transport schemes etc.)</p>
<p>Prevention</p>	<p>We also recognise that addressing some of the complex issues and challenges of the area will require a long-term approach. In order to bring about sustained incremental positive change.</p> <p>Using a preventative approach is fundamental to creating a safer and friendly Blaenau Gwent. For example, we recognise that as public service organisations we need to proactively work with local people and communities at the earliest opportunity to prevent problems from happening in the first place. For example, understanding the root causes of certain behaviours will enable public services to develop suitable preventative early interventions. For example, addressing illicit tipping from happening will lead to cleaner areas and a likely reduction in the number of deliberate fires.</p>
<p>Integration</p>	<p>We recognise that creating a safe and friendly Blaenau Gwent, will require all of our well-being objectives to be successfully delivered.</p> <p>Using a holistic approach we will support people to live healthier, happier and more fulfilled lives. Therefore, supporting Blaenau Gwent in becoming a vibrant place, with a strong sense of community. Leading to wider social, health, economic and environmental benefits to well-being.</p>
<p>Collaboration</p>	<p>We will work together with a wide range of partners and stakeholders to create safer and friendly communities. For example, we will work closely with the regional Gwent partnership Safer Gwent who leads on addressing 'community safety' issues.</p>



'The Blaenau Gwent We Want'

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<p>Involvement</p>	<p>Capturing the 'lived experience' of Blaenau Gwent's people and communities will help the Public Services Board gain a better understanding of the issues and challenges of the area. Identifying the root causes of behaviours, or understanding how services could be delivered differently to meet need will be vital information for Public Services Boards on how they can support Blaenau Gwent to become a safe and friendly place to live.</p> <p>We will ensure everyone's voice and experience is captured through the delivery of the Blaenau Gwent We Want Engagement Programme, including those covered by the nine protected characteristics outlined in the Equality Act (Wales) 2010. Using citizen insight will help us to shape, design and develop services which meet current and future generation's needs.</p> <p>When involving others we will adhere to the National Principles for Engagement and the United Nations Convention on the Rights of a Child.</p>
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<p>Blaenau Gwent Wants to Look After and Protect the Environment Contribution Towards the National Well-being Goals</p>	
<p>A prosperous Wales</p>	<p>By investing in more sustainable practices and renewable energy, this will help stimulate the local economy.</p>
<p>A resilient Wales</p>	<p>By capitalising on our natural assets and developing our renewable capacity we will be more prepared for the side-effects of climate change. We will also consider how as public service organisations our decisions have an impact on the environment (including the biodiversity of the area), as well as getting local people and communities to support initiatives which protect the environment now and for future generations.</p>
<p>A healthier Wales</p>	<p>Empowering people to actively protect and look after Blaenau Gwent's natural environments will support communities in becoming healthier. Mobilising communities to take part in initiatives which increase the quality and accessibility of green space, brings physical and mental health benefits.</p> <p>For example, being outdoors, and getting close to nature enriches people's lives and is proven to bring benefits to a person's overall well-being. For example, enjoying fresh air, or the natural sounds of wildlife all contribute towards better mental health, reduced stress levels and increased positivity.</p>
<p>A more equal Wales</p>	<p>We will look to ensure people take responsibility and ownership for looking after and protecting our natural environments, our environmental assets should be enjoyed by everyone, including future generations.</p> <p>As the Public Services Board we will take steps to ensure everyone has access to clean, high quality natural environments and that everyone has the equal opportunities to benefit from the positive impacts it has on well-being.</p>
<p>A Wales of cohesive communities</p>	<p>We recognise, developing social capital, strengthening community spirit and bringing people together can be achieved through initiatives which empower communities to take ownership and actively look after and protect their local environments. This in turn will lead to safer and friendlier communities (for example, reduced anti-social behaviour and respect for local wildlife etc.)</p>



Well-being Plan 'The Blaenau Gwent We Want'

<p>A Wales of vibrant culture and thriving Welsh Language</p>	<p>Blaenau Gwent has a vibrant and rich cultural heritage on offer. Engaging and encouraging local people and communities to look after and protect their communities can be done through many exciting ways, including participation in arts, sports and recreational activities.</p> <p>The Public Services Board recognises that promotion of the Welsh language and effective delivery of Blaenau Gwent's Welsh Language Promotion Strategy's objectives will require the effort of all partners working together and the engagement and participation of Blaenau Gwent's residents.</p>
<p>A globally responsible Wales</p>	<p>Looking after and protecting Blaenau Gwent's natural environment's will lead to more vibrant, cleaner and biodiverse areas.</p> <p>This in turn, is likely to encourage more of the population to adopt carbon neutral behaviours i.e. walking / cycling.</p>

<p>Blaenau Gwent Wants to Look After and Protect the Environment Applying Sustainable Development for Five Ways of Working!</p>	
<p>Long-term</p>	<p>The Public Services Board will need to ensure it considers the long-term impacts of its decisions, ensuring that actions taken forward are not at a detriment to the area's vibrant natural environments and biodiversity. We recognise we have a finite amount of natural resources and therefore must consider how we fairly use these resources in a sustainable way, and protecting them for future generations will be important.</p> <p>The impacts of current and long-term future trends, such as climate change, will have on local people and communities and the natural environment. Therefore, using a long-term approach we will look to take action to lower Blaenau Gwent's carbon emissions and protect and grow the natural assets that we have to create more resilient communities.</p>
<p>Prevention</p>	<p>Taking a preventative approach will be key to ensuring Blaenau Gwent uses its fair share of resources in a sustainable way, and ensures the area minimises its contribution climate change.</p>
<p>Integration</p>	<p>Taking a preventative approach, we will protect the area's natural beauty and nature so everyone can enjoy the well-being benefits now and for future generations.</p> <p>Successfully looking after and protecting our natural environments needs all of our well-being objectives to be successfully delivered. However, we also recognise how Blaenau Gwent's natural environment is a valuable asset which can be used as a springboard to promote social, economic and cultural well-being across the other well-being objectives.</p>
<p>Collaboration</p>	<p>Looking after and protecting the natural environment will require us to work collaboratively with a wide range of partners.</p> <p>Collaboration will also be required to maximise the opportunities for local people and communities to be able to benefit from their natural environments and by collaborating we hope to reduce the amount of resources we use and therefore our carbon footprint.</p>
<p>Involvement</p>	<p>We will work closely together with people and local communities, as well as a range of wider stakeholders to meet this objective. This objective cannot be met by the Public Services Board alone and requires the active buy-in and participation of everyone in our area to make it happen.</p>



Well-being Plan 'The Blaenau Gwent We Want'

Blaenau Gwent Wants to Forge New Pathways to Prosperity Contribution Towards the Well-being Well-being Goals	
A prosperous Wales	Working to create a successful economy will enable Blaenau Gwent to make a more active contribution to Wales' prosperity and for its communities to have a fair share and stake in this prosperity.
A resilient Wales	A well-being economy that is designed for the long term and is equipped for future trends and changes (such as climate change) will help foster resilience.
A healthier Wales	A local economy that raises the fortunes, aspirations and quality of life for the people of Blaenau Gwent can help facilitate a healthier Wales and break the cycle and association of poor health, inequality and deprivation.
A more equal Wales	Having a well-being economy will help bring about a more equal society with less people facing financial hardship, exclusion and disadvantage as a result.
A Wales of cohesive communities	A successful economy that delivers well-being, puts people in good jobs and helps them get good skills will allow people to make active, positive contributions to their local community and decrease social exclusion and isolation.
A Wales of vibrant culture and thriving Welsh Language	A better local economy that raises living standards and household disposable income will allow those most disadvantaged to participate more in cultural activities. The Public Services Board recognises that promotion of the Welsh Language and effective delivery of Blaenau Gwent's Welsh Language Promotion Strategy's objectives will require the effort of all partners working together and the engagement and participation of Blaenau Gwent's residents.
A globally responsible Wales	A re-casting of our local economy through this objective will allow us to transition to more sustainable, low carbon means of economic development. Shorter supply chains, for example, will reduce our carbon footprint.

Blaenau Gwent Wants to Forge New Pathways to Prosperity Applying Sustainable Development to Five Ways of Working	
Long-term	By re-casting our economic thinking and doing what we want to support local businesses to be rooted for the long term and develop an economic model built to last for future generations. Addressing the complex socio-economic problems associated with lack of prosperity requires long-term vision. Tackling the root causes and issues which prevent people from thriving and achieving their full learning and lifelong potential requires the Public Services Board to consider current and long-term needs. Ensuring that people have the necessary qualifications and skills and resources to equip them for current and future labour market sectors is also part of this objective. For example, we will consider how we can help people have access to effective transport systems which support them to be economically active. A successful well-being economy will raise quality of life and help prevent deprivation, poverty and many of the poor life outcomes that arise as a direct result. Having a sound local economy lays the foundations for many of our other objectives by raising the material well-being and standard of living which helps people pursue healthy lifestyles with a diverse range of activities and interests. Building on circular economy principles will contribute to our objective to protect and nurture the natural environment. Supporting the foundational economy requires the collaboration of different partners, as does alternative models of economic development. Having a real stake in the prosperity of Blaenau Gwent will require more community involvement, participation and co-production.
Prevention	
Integration	
Collaboration	
Involvement	



Well-being Plan 'The Blaenau Gwent We Want'

Blaenau Gwent Wants to Promote and Encourage Healthy Lifestyles and Behaviours	
Contribution Towards the National Well-being Goals	
A prosperous Wales	A population that makes healthy choices and habits is more likely to be economically active, in work and making a contribution to Wales prosperity.
A resilient Wales	Treating the consequences of unhealthy lifestyles puts additional strain on public services and as such requires additional resources. The objective also helps meet the needs of the future trends of an aging population who will live healthier lives free from chronic conditions well into old age.
A healthier Wales	Having more healthy lifestyles and behaviours will result in better health outcomes and "normalise" healthy lifestyles which in turn can be passed on and learned by future generations.
A more equal Wales	Health inequalities are illustrative of an unequal society, especially the correlation between deprivation and poor health that we see so starkly in Blaenau Gwent. A healthier population is a population in a better position to access opportunities and face fewer disadvantages.
A Wales of cohesive communities	Healthier lifestyles and behaviours helps people become more active in their communities which often has a social element. Leading to people having increased level of confidence and levels of self-esteem which will result in people having more positive social networks and reduced levels of loneliness and isolation.
A Wales of vibrant culture and thriving Welsh Language	Healthier communities lead to local communities and people being able live more enriched lives, derived from the benefits of local arts and cultural activities. Those with healthy lifestyles are more likely to be in a position to participate and engage in Welsh language, sports and culture. The Public Services Board recognises that promotion of the Welsh Language and effective delivery of Blaenau Gwent's Welsh Language Promotion Strategy's objectives will require the effort of all partners working together and the engagement and participation of Blaenau Gwent's residents.
A globally responsible Wales	Healthier lifestyles will ideally result in less use of the earth's resources and a population that is more able to adopt to carbon neutral behaviours i.e. walking / cycling rather than driving.

Blaenau Gwent Wants to Encourage People to Make Healthy Lifestyle Choices	
Applying Sustainable Development for Five Ways of Working	
Long-term	Long-term impact of healthy lifestyles is healthier families and future generations that learn and adopt health behaviours. Reducing preventable diseases in the long-term will also reduce pressures on public service organisations (demand and cost) required to react to chronic and limiting diseases such as cancers and cardiovascular diseases.
Prevention	The objective is designed to prevent and mitigate entirely preventable health trends like chronic conditions such as type two diabetes and heart disease as well as the rising trend in both adult and child obesity.
Integration	The objective will also be integrated into other agendas such as active travel, improved mental health, less isolation, and improved care for the surrounding environment.
Collaboration	The Public Services Board will be required to work with a broad range of stakeholders (including private businesses) over a sustained period of time to change cultures and make healthy behaviours the 'norm'.
Involvement	The objective will place the citizen at the heart of how this objective is modelled for success. Empowering people to make positive choices require the buy in and engagement from the wider community. The influence of peers, social network and the local environment will be a key driver in behaviour change and therefore relies on large scale population buy in.



Well-being Plan 'The Blaenau Gwent We Want'

Glossary

Adverse Childhood Experiences (ACEs)	ACEs are traumatic experiences that occur before the age of 18 and are remembered throughout adulthood. These experiences range from suffering verbal, mental, sexual and physical abuse, to being raised in a household where domestic violence, alcohol abuse, parental separation or drug abuse is present.
Active Travel	A way of traveling that requires physical activity such as walking and cycling.
Cognitive Development	Cognitive development is the construction of thought processes, including remembering, problem solving, and decision making, from childhood through to adolescence to adulthood.
Community Resilience	The Cabinet Office define community resilience as 'communities, businesses and individuals are empowered to harness local resources and expertise to i) prepare, respond and recover from disruptive challenges and ii) be able to plan and adapt to long-term social and environmental changes to ensure their future prosperity and resilience.
Ecosystem Services	Benefits provided by nature that contribute to making human life possible and worth living.
Foundational Economy	A Foundational Economy is a term used to describe the business activities that we use every day and see all around us. It includes businesses like retail, care and food industries.
Future Trends Report	A report designed to support the public sector in Wales in making better decisions for the long-term. It identifies the key social, economic, environmental and cultural trends that could affect Wales in the future, as well as some of the factors that could influence the direction of those trends.
Logic Model	A systematic and visual way of presenting the key steps required in order to turn a set of resources or inputs into activities that are designed to lead to a specific set of changes or outcomes.
Legislation in Wales	A Bill is a draft law. Once a Bill has been considered and passed by the Assembly and given Royal Assent by the Monarch it becomes an 'Act of the Assembly'. It therefore, becomes law.
Response Analysis	A deeper analysis which is used as a way to help further understand the evidence. It can be used to develop an understanding of how and to what extent, existing services are addressing issues. It is a method which helps to identify and appraise alternative approaches to delivery, whilst given consideration to how future economic, social, environmental and cultural trends will affect local well-being.

Social capital	The networks of relationships among people who live and work in a particular society, enabling that society to function effectively.
Social Prescribing	There is no clear set definition. However, within the plan social prescribing is defined as a way of linking individuals to sources of non-clinical, community based support. Some examples include volunteering, arts activities, group learning, gardening, befriending, cookery, healthy eating advice and a range of physical activity.
Sustainable Development	In the Well-being of Future Generations (Wales) Act 'sustainable development' means the process of improving the social, economic, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the well-being goals.
Sustainable Development principle (also known as the five ways of working)	Public bodies acting in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. In doing so they must consider the five ways of working (long-term, prevention, integration, collaboration, involvement).
UNESCO	United Nations Educational Scientific and Cultural Organisation.



BWRDD GWASANAETHAU CYHOEDDUS
Blaenau Gwent
PUBLIC SERVICES BOARD



Blaenau Gwent Public Services Board
Web: <http://www.blaenauwentpsb.org.uk>



JOINT MEETING OF PSB AND OSG

Wednesday 24th January 2018 - 14:00 to 17:00
PALC, Trosnant St, Pontypool NP4 8AT

Approved Minutes

Present:		
Anthony Hunt (Cllr)	Chair	Leader, Torfaen CBC
Adrian Huckin	AH	Director of Communities, Enterprise & Care, Melin Homes
Alison Ward	AW	Chief Executive, Torfaen CBC
Andrew Osbourne	AO	Group Leader, Economy, Environment & Culture, Torfaen CBC
Bill Purvis	BP	Planning Manager for South Wales, Natural Resources Wales
Cath Cleaves	CC	Lead Engagement Officer, Torfaen CBC
Catherine Gregory	CG	Partnerships Manager, Aneurin Bevan University Health Board
Catryn Holzinger	CH	Wales Audit Office (to observe only)
Claire Vernon	CV	Team Manager, HM Prisons & Probation Service
David Congreve	DC	Assistant Chief Executive, Torfaen CBC
Dermot McChrystal	DMcC	Chief officer for Education & Lead Director for Children & Young People, Torfaen CBC
Fen Turner	FT	Senior Natural Resources Planning Officer, Natural Resources Wales
Geraint Evans	GE	Executive Director of Workforce and Organisation Development, Aneurin Bevan University Health Board
Heather Nichol	HN	Deputy for the LDU & representing Nic Davies Assist Chief Executive & Head of Gwent Region, HM Prisons & Probation Service
Jennifer Evans	JE	Principal Health Promotion Specialist, Public Health Wales
Jim Wright	JW	Innovation and Development Manager for Social Care, Torfaen CBC
Karen Padfield	KP	Head of Skills and Employability, Torfaen CBC
Kate Williams	KW	Equalities, Cohesion and Community Safety Manager, Torfaen CBC
Liz Evans	LE	Head of Community Housing, Bron Afon Community Housing
Mark Warrender	MW	Detective Chief Superintendent, representing Julian Williams Chief Constable Heddlu Gwent Police
Mererid (Mezz) Bowley	MB	Deputy Director of Public Health / Consultant, Public Health Wales
Neil Jones	NJ	Head of Communications, Torfaen CBC
Neil Taylor	NT	Head of Partnerships and representing Jeff Cuthbert, Police and Crime Commissioner for Gwent
Paul Staniforth	PS	Chief Inspector, Heddlu Gwent Police
Paula Kennedy	PKe	Chief Executive, Melin Homes
Peter Kennedy	PK	Chief Officer, Torfaen Voluntary Alliance
Pippa Britton	PB	Board member, Aneurin Bevan University Health Board (representing Ann Lloyd)

Sarah Aitken	SA	Director for Public Health, Aneurin Bevan University Health Board
Stuart Townsend	ST	Station Manager and representing Huw Jakeway, South Wales Fire & Rescue Service
Support Officers from Torfaen CBC:		
Andy Wilson	AW	Data, Research & Participation Manager, Torfaen CBC
Alan Vernon-Jones	AVJ	Welsh Language Officer, Torfaen CBC
Gareth James	GJ	Partnerships and Policy Officer, Torfaen CBC
Rachael O'Shaughnessy	ROS	Sustainability Manager, Torfaen CBC
Sue Browne	SB	Partnerships and Policy Manager, Torfaen CBC
Apologies:		
Alan Brunt	AB	CEO, Bron Afon Community Housing
Anne Evans	AE	Executive Officer Communities, TVA
Darren Daniel	DD	Team manager, Wales Community Rehabilitation Company
Dawson Evans	DE	Group Leader Economy, Leadership, Enterprise and Renewal, Torfaen CBC
Dewi Jones	DJ	Group Manager, South Wales Fire & Rescue Service
Diana Binding	DB	Deputy CEO, Wales Community Rehabilitation Company
Huw Jakeway	HJ	Chief Fire Officer, S Wales Fire & Rescue Service
Jeff Cuthbert	JC	Gwent Police and Crime Commissioner
John Tushingham	JT	Head of Access, Engagement and Performance in Education, Torfaen CBC
Julian Williams	JWil	Chief Constable, Heddlu Gwent Police
Lyndon Puddy	LP	Head of Public Services Support Unit, Torfaen CBC
Neil Howell	NH	Head of Housing, Commissioning & Service Transformation, Torfaen CBC
Nicola Davies	ND	Assist Chief Executive & Head of Gwent Region of HM Prisons & Probation Service
Nigel Brown	NB	Welsh Government Representative
Stephen Brookes (Cllr)	Cllr SB	Chair of Torfaen Voluntary Alliance

Item	Minutes	Responsible Officer(s)
PART 1 - BUSINESS		
1	Welcome and Apologies	
1.1	The Chair welcomed all to the meeting and noted that it was good to have both groups together to discuss how to progress with the plan and the work of the PSB.	
1.2	Apologies were noted as above.	
2	Minutes and matters arising from last PSB meeting on 29th November 2017	
2.1	There were no matters arising from the previous PSB meeting, minutes were agreed for accuracy, the Chair moved to item 3 on the agenda.	
3	The draft Well-Being Plan	
3.1	SB gave a short presentation and the slides are attached at appendix 1 for reference. The presentation is seeking to reassure PSB that the draft plan is nearing completion and that all partners have been involved - thanking everyone for their contributions.	
3.2	The PSB need to agree sponsors for each of the objectives to ensure ownership and accountability at executive level and to	

	<p>drive support – Sponsors can either be the natural lead or someone from a different background area – others agreed that having a co-sponsor would work well. PSB sponsors for the 7 well-being objectives can be confirmed at the March meeting. PSB sponsors for the aspects of ‘how’ the PSB will work would form part of the workshop in the second part of today’s meeting.</p>	
3.3	<p>Information was provided on the place-based pilot that will centre around Blaenavon, this work is supported by Welsh Government low carbon Smart Living Programme. The pilot will explore the effectiveness of existing activity and identify innovative approaches and technologies. DC supported ROS and explained how Demand Interventions will change the shape and size of future demand.</p>	
3.4	<p>Final content to the plan will be provided by partners in the next few days and next steps are:</p> <ul style="list-style-type: none"> • PSB scrutiny 8th February • 4 statutory partners approve the plan • PSB signs off final plan on 22nd March* • Easy read: Translation: Formatting • Publish on PSB website by 3rd May <p>*Note: Post meeting it has become clear that PSB will agree in principle but as SWF&R and ABUHB do not receive the draft plan until after 22nd March, final sign off will be managed via email in early April.</p>	
3.5	<p>The Chair opened up the presentation for comment. PSB were satisfied with the progress made and the Chair thanked OSG for their work.</p>	
PART 2 - WORKSHOP		
4	Shared cultures and behaviours	
4.1	<p>Part 1 of the meeting concluded, Sue Browne handed over to Bruce Whitear who facilitated part 2 – The workshop.</p>	
4.2	<p>The report of the workshop can be seen in Appendix 2.</p>	
5	Any other business	
5.1	<p>No other business was noted, the Chair closed the meeting</p>	
5.2	<p>Next PSB meeting 22nd March 2018 Next OSG meeting 7th March 2018</p>	

Appendices: Appendix 1 – presentation on the well-being plan
 Appendix 2 – report on the workshop

Gareth James
 Partnerships and Policy Officer
 PSSU
 (Jan 2018)

Minutes **Newport Public Services Board**

Date: 13 March 2018: Newport City Homes, Nexus House

Time: 10.00 am

Present:

Statutory Partners:

Newport City Council: Councillor D Wilcox (in the Chair), R Cornwall (Head of People and Business Change), T McKim (Partnership Manager), N Dance (PSB Co-ordinator), Councillor M Rahman (for item 4), E Wakeham, B Owen.

Aneurin Bevan Health Board: K Dew

South Wales Fire and Rescue Service: J Scrivens

Natural Resources Wales: C Davies

Invited Partners:

Welsh Government: A John

Public Health Wales: S Aitken, W Beer

Heddlu Gwent Police: J Williams, I Roberts

Probation Service: H Nicholls

RSLs: C Doyle

University of South Wales: T Griffin

Gwent Association of Voluntary Organisations: M Featherstone

Apologies: W Godfrey (Newport City Council), N Prygodzicz (Aneurin Bevan Health Board), N Davies (Probation Service), H Williams (University of South Wales), H Jakeway (South Wales Fire and Rescue Service), G Handley (Coleg Gwent), J Cuthbert (Police and Crime Commissioner), L Webber (Office of the Police and Crime Commissioner), C Lane (Newport Third Sector Partnership).

No	Item	Action
1	<p>Minutes</p> <p>The Minutes of the meeting of the Public Services Board held on 12 December, 2017 were confirmed as a true record.</p> <p>Matters Arising</p> <p>Re Minute 4: Single Integrated Plan, the Chair advised that tweets would be posted during and after the meeting and requested that PSB members re-tweet where possible.</p> <p>Re Minute 6: Partnership Evaluation, the Chair reminded members of the 16th March closing date for completion of the online survey regarding partnership work in Pill.</p>	<p>All</p> <p>All</p>
2	<p>Local Well-being Plan Consultation Responses</p> <p>The Board considered a report proposing changes to the Local Well-being Plan following public consultation. Responses to the consultation had been largely positive.</p> <p>In line with changes proposed in the report, it was agreed to strengthen references to Prevention; Welsh Language; People Focus; Involvement; Culture; and equalities & fairness. The measures would be checked for collectability and there would be further explanation on how the priorities will maximise contribution to the well-being goals and how the priorities, interventions and steps were selected.</p> <p>Noting Welsh Government comments, members considered that the objectives in the plan should be retained to give long term direction. It was noted that further work was required to ensure the plan is communicated and understood by stakeholders and the community. An updated animation and an easy-read version of the plan would aid this.</p> <p>C Doyle reported that businesses had commented on the lack of reference to local procurement and supporting the “Newport £”. Members noted that although this is important, there had been a lack of consensus on the issue at the intervention workshops, individual members’ own policies could support local procurement and interventions in the plan would support economic growth more generally.</p> <p>Regarding feedback on cultural well-being, members considered that the PSB would benefit from cultural representation. It was agreed to invite Newport Live to be a member of the Board to represent the sector. <i>(The Chair, Councillor D Wilcox, declared an interest in this item as a Newport Live Board member)</i></p> <p>Regarding early years development / adverse childhood experiences (ACEs), it was agreed to strengthen this throughout the plan and to use the resources of the university’s Early Years Development and Social Care Team and the ACEs Hub to develop activity in this area. The PSB would also join the First 1,000 Days collaborative.</p> <p>It was agreed to add the following steps:</p> <p>In Newport Offer add “Support the development and consumption of local clean energy (local carbon economy) within PSB organisations</p>	

	<p>and the city”;</p> <p>In Right Skills add “Develop appropriate provision for people from a range of circumstances” to short term steps, continuing work to address disadvantage and barriers to learning.</p> <p>In Strong Resilient Communities add “Development of an asset plan and process that enables joint delivery of services and empowers communities to find their own solutions”.</p> <p>In Sustainable Travel add “use technology to reduce work travel”.</p> <p>Agreed</p> <ul style="list-style-type: none"> i) To task the Sub Group to work with PSB members to amend the Plan as agreed. ii) To join the First 1000 Days Collaborative. iii) To invite Newport Live to be a member of the Board 	<p>Well-being Planning Sub-Group</p> <p>N Dance</p>
<p>3</p>	<p>Local Well-being Plan: Delivery and Performance Framework</p> <p>The Board considered the proposed Delivery and Performance Framework for the Well-being Plan. It will be the main reference document for the Strategy and Performance Board in monitoring performance.</p> <p>The framework proposed that each of the five interventions is led by a PSB member. This would be a lead/sponsor role.</p> <p>The Board noted that the statutory obligations of the Community Safety Partnership (CSP), which were currently undertaken by the Safe and Cohesive Communities Theme Group, would need to continue following closure of the Single Integrated Plan (SIP).</p> <p>Members commented on the desirability of also retaining the Anti-social Behaviour Group and the Safer City Centre Group which were important for ensuring partner work in these areas.</p> <p>Agreed</p> <ul style="list-style-type: none"> i) To approve the Delivery and Performance Framework ii) To nominate PSB leads/sponsors for the five interventions for discussion at the next meeting. iii) Newport City Council and Gwent Police to discuss options for continuing the work of the Community Safety Partnership, the Anti-social Behaviour Group and the Safer City Centre Group 	<p>All</p> <p>I Roberts & T McKim</p>
<p>4</p>	<p>Scrutiny Letter</p> <p>The Board considered a letter from the Chair of the City Council’s Performance Scrutiny Committee – Partnerships, Councillor Rahman, regarding the Committee’s scrutiny of SIP Quarter 2 progress reports.</p> <p>The Committee’s conclusion was that there was clear evidence of cross partnership working and that this was very positive for Newport residents.</p> <p>The PSB had responded to the Scrutiny Committee’s question</p>	

	<p>regarding the partnership work in Pill as a model for work elsewhere. The response noted that the Well-being Plan included an intervention to work with communities to identify local needs and assets and develop a place based approach.</p> <p>Agreed - To receive the letter.</p> <p><i>(Councillor Majid Rahman, Chair of the Performance Scrutiny – Partnerships, attended for this item.)</i></p>	
<p>5</p>	<p>Youth Council Representation</p> <p>The Board considered a report reviewing representation by Newport Youth Council (NYC) on the PSB. The purpose of NYC representation is to ensure PSB decision making is effectively informed by the views of young people. It was noted that links into other youth groups are important.</p> <p>Options for involvement at PSB meetings and at the sub-group level were considered. It was proposed that a PSB member be a link person with NYC to aid participation in PSB meetings, champion the views of young people and facilitate the Board’s youth engagement.</p> <p>Agreed</p> <ul style="list-style-type: none"> i) To note the requirement for and importance of involving young people in decision making. ii) To nominate the Chair, Councillor Debbie Wilcox, to be the NYC link person. iii) The Chair to determine the process for involving NYC in the Board’s work. 	<p>Chair; T McKim & Partnership Team</p>
<p>6</p>	<p>Single Integrated Plan – Quarter 3 Performance Report</p> <p>The key themes within the Single Integrated Plan are:</p> <ul style="list-style-type: none"> • Economy & Skills • Health & Wellbeing • Safe & Cohesive Communities <p>A performance dashboard had been compiled for each of the themes for the third quarter and each was circulated to the PSB. The dashboards set out a summary of performance under the headings:</p> <ul style="list-style-type: none"> • Key achievements & successes • Underperformance & risks • Key performance measures • Plans for next quarter <p>Lead Officers updated the PSB on progress and responded to questions.</p> <p>Agreed - To note the reports.</p>	

7	<p>Support for Public Services Boards 2018-19</p> <p>E Wakeham reported that the Cabinet Secretary for Local Government and Public Services had approved regional funding for Public Services Boards for 2018-19.</p> <p>Funding bids for joint work by the PSBs in the Gwent region were being prepared for submission by the March deadline. Newport is the lead PSB for this work.</p> <p>Agreed - To note the information and support the proposals.</p>	
8	<p>Thriving Places / Happiness Index & Pulse</p> <p>E Wakeham gave an update on the Happy Cities / Thriving Places Index. This was a joint project by PSBs in the Gwent region and had been funded by Welsh Government during this financial year.</p> <p>Agreed - To note the information.</p>	
9	<p>Forward Work Programme</p> <p>The forward work programme was submitted. Members were requested to advise of any further items.</p>	All
10	<p>Meeting dates</p> <ul style="list-style-type: none"> • 1 May 2018 - Coleg Gwent, Newport Campus, Nash • 12 June 2018 • 11 September 2018 • 11 December 2018 	All

Public Service Board
Wednesday 30th January 2018 at County Hall, Usk

Minutes

Attendees:

Jeff Scrivens	South Wales Fire and Rescue Service
Sharran Lloyd	Monmouthshire County Council
Paul Matthews (chair)	Monmouthshire County Council
David Barnes (minutes)	Monmouthshire County Council
Steve Morgan	Natural Resources Wales
Martin Featherstone	GAVO
Paula Kennedy	Melin Homes
Richard Jones	Monmouthshire County Council
Peter Fox	Monmouthshire County Council
Matthew Gatehouse	Monmouthshire County Council
Chris Edmondson	Community Member
John Keegan	Monmouthshire Housing
Guests:	
Val Smith	County Councillor

Apologies:

Jeff Cuthbert	Office of Police & Crime Commissioner
Martin Swain	Welsh Government
Lyn Webber	Office of Police & Crime Commissioner
Julian Williams	Gwent Police
Nick Wood	Aneurin Bevan University Health Board

1. Welcome and apologies

PM welcomed everyone to the meeting, stating that at the next meeting we start to get to action, it has been a long slog with intense activity around engagement. This is what the PSB is about and why we got involved - to do stuff – we are approaching the point where we can start holding people to account.

2. Minutes of the last meeting (8th February 2017) & Matters Arising

PM noted that we were able to do something specific around white ribbon day – it demonstrated the value of how quickly we have been able to learn how to do this together. We had fire engines/police cars/gritters/ambulances in the car park at County Hall emblazoned with the white ribbon logo to demonstrate collectively we care about this issue.

3. Wellbeing Plan

MG said that the wellbeing plan will be quite familiar as we have been discussing objectives since July last year and approved a draft plan for consultation around October time. In the intervening period we have been out engaging on the draft plan and seeking feedback. Some of the feedback received from the Future Generations Commissioner (FGC) mentioned that Monmouthshire's Plan is within the top quartile of plans across Wales for its written approach and that it was a top tier plan with strategic focus. A further advice note arrived this morning, with roughly 2 weeks to go within the consultation phase.

MG stated that nothing has come out from the consultation that suggests we need to amend PSB thinking. The Plan is likely to be published with broadly the same amount of content. We don't intend to put in a detailed action plan at this stage as this will be presuming that we know the answer for questions when we don't. In coming months, the work will become more resource intensive which will involve identifying leads and creating expert groups.

MG added that PSB select wanted a couple of real world examples or case studies to bring the Plan from policy to the real world, but are clear that they want to see the actions the PSB are taking.

SM commented that we now need to convert this into action, and given the timeline we are working to – it is the only way forward. There is some clarity missing around how we are going to work together but the next steps really are critical. Support was given to the timeline approach.

PM said that we need to think about how we put this out to the world and how it enters organisations such as MCC. It wouldn't be good enough if just PSB sign this off, we need to navigate this into areas within our organisations and ensure it is central to what we are trying to do across the county.

When asked by JK, if partners' plans should be sent in to demonstrate the cross referencing, PM replied no, but that it would be reasonable that PSB Select Committee invites you to speak to them to ask those questions and explore this in more detail. The Select Committee is showing signs of being really interested in organisations and the key players who have the ability to bring the Plan to life.

MG explained the practicalities of the next phase, by looking at the steps and to cluster them so we understand the inter dependencies – the clustering will be assigned an appropriate lead officer, and where necessary we will look externally for experts who can help us. There will be further details on the action plan that will sit alongside the Wellbeing Plan at the meeting on the 4th April. Moving forward, there is currently a performance management group, we are suggesting that the current

group is disbanded and Programme Board is given the task of overseeing the programme management approach especially during this early phase – to ensure that leads are taking ownership.

PM added that we never wanted any governance arrangement that's any heavier than what we need. Programme Board continues to function well and is one of few areas that doesn't have issues with commitment. SL agreed, that the right level of officer is present at Programme Board to oversee the development of this work.

JK asked when MG foresees the clustering being done. MG replied that it's imminent - but not advanced enough to put anything before you today. The idea is to sound individuals out before meetings in order grab some time to discuss. RJ added that as per the FGC advice – it will be how we challenge each other and work forward so that it does not become a filing cabinet of existing actions; that we also challenge conversations and thinking.

PF asked about resources and how they currently worked. PM answered that the way we have done it so far is that we wouldn't have the conversation about resources in phase 1 as we just needed to get some of the work done. Now we are in stage 2 we have created the conditions to moving on and have a committed Programme Board – who should going forward be offering us an idea of what is needed. Now is the right time to pose that question.

MF said that it's important we keep checking in on ourselves to make sure we are on the right track and are making best use of resources. There are existing projects and we need to get synergy between them to ensure it's not too much of a silo mentality. Referencing the partnership architecture and how it's broader than that.

PM stated that we will fail if we try to be everything to everybody, we need to do what matters most. We can achieve anything as we have access to so many leaders/money - if it's that important we can do it.

PK wants to pursue partnership working but not working to the lowest common denominator, and asked if there are any developments of regional working. PM responded that it's not a question that's been posed politically; CEO level in councils have differing views. My view is bring it on, it suits partners working on a Gwent footprint.

JK noted that some things can absolutely be delivered in Monmouthshire. As long as we are clear of what is regional and what's local.

MG stated that we have consultants doing work across the 5 Wellbeing Assessments across Gwent and that it would make sense for some to be regional (such as ACEs) but some of it is far more local. PM said that he is very relaxed about collaborative working, but we haven't got time to waste to forge relationships if they are not there to be forged. It would be a surprise if the consistent organisations didn't share the same perspective but there is enough to be getting on with. If it does happen eventually, the thing that will enable us to keep our focus is our Programme Board.

PF added that the conversation as leaders has not been had since the election, before the election we were of one mind in doing so but it may be that the ball is up in the air following the announcement on local government reform from the cabinet secretary. On political level - there is a fair trust built up in Gwent/South East Wales that will enable us to work together.

SM's view is that the PSB is bigger than its constituent parts. Where it makes sense to join up we are up for that but not at the extent of getting work done. NRW are pretty relaxed about 5 PSB or 1 but as long as we maintain those links and the challenge. The Gwent area statement will be driven from what is coming out of the Wellbeing Assessments and will shape the way we develop the plan – NRW doesn't want to do it on their own anymore and need to work more closely. We want to be able to look back in 6 months and say "this feels different".

4. Feedback from PSB Select Committee

MG explained that the Committee is made up of 8/9 county councillors with a rotating chair from existing select committees. They oversee all business and are structured to meet 2/3 weeks before every PSB meeting. They have been very keen to have time with Sophie Howe and who attended their last meeting. They discussed the basics of the act whilst the Commissioner shared her thoughts on our Wellbeing Assessment – that were very positive. Additional topics covered were the 5 ways of working where the point around integration was stressed. No new knowledge came out of the session but it was good that the Committee got reassurance that the direction we are taking is a correct one.

PM stated that we have recognised we are built around a plan and are now about to move on to check whether the Wellbeing Plan is evident in plans of existing partners and how it translates into business planning.

MG added select have probably seen enough of us and they are looking to have PSB partners before them and understand how it will work for them and how it's being taken forward through your organisations.

SM noted that videos of the PSB Select Committees are available to view on YouTube on the Monmouthshire County Council page.

5. Domestic Homicide Review (DHR)

SL informed the group we currently have 3 Domestic Homicide Reviews. 1 has been concluded and signed off by statutory partners. The report will be sent off for quality assurance to Home Office and also will be taken to the regional VAWDASV board so we can look at how the learning can be taken forward across the region. The 2nd DHR was approved during the last meeting.

CE explained that one of the recommendations to come out of DHR1 was to set a protocol of what happens. In terms of DHR2, having attended the inquest, where the coroner ruled suicide and not homicide, and after meeting the family to hear the circumstances, the DHR chair felt that DHR2 should not be taken forward as this was the only possible conclusion based on findings. Following a conversation with Rebecca Haycock (regional VAWDASV Coordinator), both parties agreed that there was little point of pursuing a DHR as there was no evidence of coercion.

JK asked why it would be classed as DHR. SL responded that the police check guidance to see if it meets the criteria for a DHR in which case they will write to the chair of the PSB, where the legal governance sits. PK added it was good to make the decision, which allows us to attend the inquest and shut it down if it is not necessary to proceed. CE commented that attendance at the inquest is extremely helpful – and on this occasion was reasonable to do what was done.

SL said that because the decision was made at PSB it needed to come back to PSB to agree not to pursue it; this will allow us to document that we have followed the procedure and taken the necessary steps in-line with a DHR. DHR2 has also been to the adult practice review board and they also agreed it wasn't necessary to carry out an adult practice review but will be seen at the regional leaders group to pick out the learning.

MF asked if there is any information that would help PSB's knowledge to have a more informed view of the process. CE responded that she can ask Rebecca Haycock. SL added that there is guidance available too. As it's not a devolved function in Wales, the legislation talks about CSP (Community Safety Partnership) being the deciding bodies but as there is a fragmented landscape with CSP's across Wales, it was decided that it would go PSB's as the most appropriate body.

SM noted that he is uncomfortable making decisions like that without further guidance.

PM asked how we can collectively elevate our knowledge as we are in a commissioning level. In order to keep at that level of governance and oversight.

SL noted that DHR's are a statutory requirement, and that only the named statutory partners need to make the decision, however it may be beneficial for the wider PSB partners to understand the DHR process and governance arrangements given the changing landscape around the VAWDASV and DHR agenda.

6. AOB

MG gave a quick update on a piece open called Happiness Pulse – that was commissioned using WG funding on regional level. It is using surveys to gauge the level of happiness/wellbeing within areas. We are asking people to complete the survey so will give us a baseline of wellbeing. The survey is completed on an individual level and has been shared by organisations around the whole of Gwent. Colleagues at Participation and Engagement group have been circulating.

PM stated that we are now coming to end of Phase 1, and at that point where we reflect on the chairing of PSB. The Local Authority are just a partner/member and now would be a natural point that we ask if there is an interest in chairing. We want to be inclusive and it's important that we are open to change.

-END-

Action	Responsible
DHR information for PSB members	SL
Wellbeing Plan - action plan development	MG
PSB review of chair	All



Caerphilly Public Services Board
Notes of Meeting
 Held at 11.00 a.m on Tuesday, 5th December 2017
 Sirhowy Room, Ty Penallta

Present:-	
Cllr David Poole	Caerphilly County Borough Council (Chair)
Alison Shakeshaft	Aneurin Bevan University Health Board Executive (Vice Chair)
Chris Burns	Interim Chief Executive, Caerphilly County Borough Council
Diana Binding	Wales Community Rehabilitation Company
Mererid Bowley	Public Health Wales
Shelley Bosson	Aneurin Bevan University Health Board
Ceri Davies	Natural Resources Wales
Nick McLain	Gwent Police
Neil Taylor	Office of the Gwent Police and Crime Commissioner
David Bents	South Wales Fire & Rescue Service
Martin Featherstone	Gwent Association of Voluntary Organisations
Cllr Tudor Davies	South Wales Fire Authority
In attendance:-	
Robert Hartshorn	Head of Public Protection, Caerphilly County Borough Council
Kathryn Peters	Corporate Policy Manager, CCBC
Alison Palmer	Community Planning Coordinator, GAVO/CCBC (Notes)
Apologies:-	
Julian Williams	Gwent Police
Nic Davies	Probation Service
James Owen	Welsh Government
Huw Jakeway	South Wales Fire & Rescue Service
Christina Harrhy	Director - Communities, CCBC
Jeff Cuthbert	Gwent Police and Crime Commissioner

Point	Agenda item	Action
	<p><u>Welcome:</u> The Chair welcomed members to the meeting and thanked them for their participation in the workshop session which preceded it. Cllr DP noted that this would be the last meeting attended by Alison Shakeshaft as the ABUHB representative as she was leaving the Health Board to take up a new position in Hywel Dda UHB. He wished to record his thanks to AS for her support as Vice Chair and wished her every success in her new role.</p> <p>The Chair also noted that this would be the last meeting for Chris Burns as he would be retiring from the position of Interim Chief Executive at the end of the month. CB was thanked for his support to the PSB and for his support to both Cllr DP and, previously, Cllr Keith Reynolds as Chair.</p>	
1.	<p><u>Previous Notes and Matters Arising:</u> The notes of the previous meeting were agreed as a correct record.</p>	

Point	Agenda item	Action
	<p>Pg. 2 – AS noted that the ABUHB workshops had taken place on a regional basis and there had not been one specifically for Caerphilly. A report would be presented to the ABUHB Executive on the implications of the CF cuts.</p> <p>It was noted that a date had not yet been set for the Standing Conference but the details would be circulated to PSB members as soon as they had been finalised.</p> <p>Pg. 4 - With reference to the suggestion that a specific meeting of the PSB take place to discuss the City Deal, it was agreed that an update would be scheduled for either the March or June meeting. Cllr DP explained that the outline business plan should be in place by April 2018 and he would be able to provide more information at the March PSB meeting.</p> <p>It was noted that following the September PSB meeting amendments were made to the draft Well-being Plan reflecting PSB member's comments. Further amendments following the consultation and the earlier workshop session will be made.</p>	
2.	<p><u>Caerphilly Well-being Plan</u> <u>Presentation of the Draft Well-being Plan</u> Kathryn Peters, Corporate Policy Manager, CCBC</p> <p>A revised version of the draft Well-being Plan and progress report had been previously circulated. KP explained that as agreed at the previous PSB meeting, the language had been amended to make the document more accessible to the public. Modifications had also been made to include the contribution of the four positives towards the wellbeing goals and the well-being goals of partner organisations. Appendices included the response analysis and a proposed delivery plan. KP referred members to the circulated FG Commissioner's advice. It was noted this was an extensive document with hyperlinks extending to more than 40 pages. KP explained that the advice would be used as the plan develops and would be provided to action area leads, once identified, as part of the project pack of all the information that they will need to support their work.</p> <p>PSB members discussed the approval process noting that the PSB had been moved to 13th March to accommodate the plan approval by partners. CD reported that NRW would be holding a special meeting of four designated Board members to approve Well-being Plans. DB noted that the process in a number of counties was out of step with SWF&R Board meetings and agreed to keep KP informed.</p> <p>KP reported that the 12 week statutory consultation process would end on the 18th December and thanked members who had helped to introduce the public consultation events and for supporting the Future Scenarios III event. It was acknowledged that the writing up process would be the next substantial task.</p> <p>KP gave an update on the Gwent Priorities Project noting that the consultation had been reported to the G7 Group and there was no conflict with the Caerphilly Well-being Plan priorities. CB explained that he had attended the G7 meeting, comprising CEOs of the five local authorities, Fire and Rescue Service, Health Board and Police and Crime Commissioner. The meeting had considered the Gwent-wide well-being report and recommendations to move towards a Gwent PSB. Concern was expressed that the priorities arrived at were too narrow, with nothing on apprenticeships and jobs, and no recognition of the inequality of opportunity across the area. There was also a huge disparity in life expectancy. The group had discussed the formation of a Gwent PSB but had not come to any consensus, C B suggesting that perhaps they should meet to focus on public service reform rather than well-being. There was a need to move towards a more collaborative common picture across Gwent before triggering</p>	

Point	Agenda item	Action
	<p>any action to develop a Gwent-wide platform for action. Cllr DP noted that informal discussions had taken place in the WLGA as part of the collaboration agenda. He warned that the legislation allowed for merger of PSBs but once merged they could not be un-merged.</p> <p>KP gave an update on the WG funded projects, noting that Happy Communities was progressing with the Happiness Pulse taking place in January/February. This work will also provide a 'futures' report for the Gwent area and well-being data down to MSOA level to feed into the Well-Being Plan work.</p> <p>KP was thanked for her update on the progress of the Well-being Plan and the recommendations in the report were AGREED.</p>	
3	<p><u>Update on “Caerphilly Delivers” – the PSB Single Integrated Plan</u></p> <p>Outcomes Quarter 1(2017/18) Highlight Reports and Scorecards. Information Reports from Outcome Lead Officers, Kathryn Peters</p> <p>KP noted that the Scorecards were available on the PSB website and exception reports were circulated to this meeting for consideration. KP gave a brief overview of each thematic report as follows:</p> <p>Safer – A successful Community Engagement Day had taken place in Cwmcarn to try to counteract the problems of youth anti-social behaviour and encourage community reporting. Further Community Days were planned for other areas including Rhymney. The PCC had met with head teachers to develop an action plan to address substance misuse. Two ASB injunctions have been imposed in Bargoed/Ystrad Mynach and a number submitted in Cwmcarn.</p> <p>Prosperous – JSA/UC claimant count continued on a downward trajectory but with slight upward spikes in numbers in June and September which would be monitored. The CCBC Regeneration Strategy and Caerphilly Basin Action Plan were under development.</p> <p>The Valleys Task Force Hub is the Caerphilly/Ystrad Mynach area. Meetings took place with businesses during November to assess how the council could help them meet the objectives.</p> <p>Cllr DP noted that the bids for the City Deal were being worked on with five complete and two more in development. He agreed to circulate them to PSB members for comment once completed. He noted that it was a competitive bidding round with the other authorities involved and bid would have to go through a gateway review as part of the process.</p> <p>Learning – The childcare offer for Wales would be extended to three further areas of the borough from January 2018 to support many more families with children aged 3-4. The Supporting Family Change Families First Project is working more closely with Education to support the most vulnerable families.</p> <p>Greener – The culvert fish pass project on the Nant yr Aber in Caerphilly had been completed enabling the migration of fish. Continued success on the Sirhowy Valley Bees project with Ynysddu Primary School has seen over 150 workshops with over 1,000 pupils involved from schools across the borough.</p> <p>Healthier – There has been a further decline in adult smoking rates to 18%, work continuing towards the national target of 16% by 2020. 47% of the county borough's</p>	Cllr DP

Point	Agenda item	Action
	<p>primary schools are now engaged with the Daily Mile initiative to increase activity level in school pupils. ABUHB are actively offering flu vaccinations to all health and social care staff.</p> <p>Third Sector – MF gave an update on the GAVO/third sector report, highlighting the following:</p> <p>GAVO continued to work with the CCBC Regeneration Manager on the phasing out of the CF programme, which would see the GAVO team finish at the end of December. As a result, the number of enquiries from groups in previous CF areas was increasing due to reduced funding and the loss of their “CF safety blanket” including Graig y Rhacca. Resource Centre. MF expressed an interest in how the replacement Legacy Fund will be used to support groups in the future. The report also highlighted the WG proposal to amalgamate current national programme funding (Families First, Supporting People) into a flexibilities fund and questioned how the third sector could be part of it.</p> <p>The Voluntary Sector Representatives were reviewing their Terms of Reference to maximise third sector involvement in the Caerphilly Wellbeing Plan in the Future and this would include revising the Voluntary Sector Compact with the Voluntary Sector Liaison Sub Committee.</p> <p>MF thanks CCBC and PSB members for their support with the annual Volunteering Awards in October and the One Beat sector showcase event in November.</p> <p>MF noted that fundraising support for local groups was well on the way to meeting its target as was volunteering with 120 volunteers placed so far. The ongoing challenges were to ensure the sector was well placed to meet emerging needs and changing financial circumstances.</p> <p>Finally, MF reported that GAVO would be opening a new satellite office for the local team in Tir y Berth in January 2018 to enable greater support for local groups. This means that GAVO have reintroduced a base in the local authority area.</p> <p>MF was thanked for his report. The content of the reports were noted.</p>	
4.	<p>Partnerships Scrutiny Committee Kathryn Peters, Corporate Policy Manager, CCBC</p> <p>KP reported apologies from the Scrutiny Chair who had been invited to participate in the earlier workshop. KP noted that the Partnerships Scrutiny Committee were a statutory consultee for the Well-Being Plan and had been given the opportunity to comment on the draft. The committee could also make recommendations to the PSB. The committee had identified that in the Well-being response analysis there was a specific item on housing which appeared to have been taken over by the focus on Lansbury Park. The recommendation of Partnership Scrutiny was that there should be a stand-alone priority on sustainable housing in the Plan.</p> <p>RH explained that the draft plan had been presented to Scrutiny in September and affordable housing had not been included. Subsequently, affordable housing had been reinstated as an action in the sustainable communities action area and is in the current draft which should meet their requirements. PSB members considered the report and AGREED that as the plan was a high level document the inclusion of affordable housing as a work stream should meet the Partnerships Scrutiny requirements. The Chair agreed to respond to the Scrutiny Committee on behalf of the PSB.</p>	Cllr DP/KP

Point	Agenda item	Action
5.	<p>a. Fleur de Lys Institute</p> <p>A letter requesting the support of the PSB for the Development Plans for Fleur de Lys Institute had been previously circulated. The Chair explained that this was an example of a growing number of requests for support being received as many other community facilities were in the same position of needing to evidence wider partnership support for funding bids. He asked members to consider whether they felt they could respond in support of the Fleur de Lys Business Plan, whilst not guaranteeing that they would utilise any regenerated facility, and consider how they would like to respond to any similar requests in future. RH noted that officers received many similar requests and it would be helpful to agree a PSB position. It was agreed that the PSB would support the development in principle but could not guarantee their use of the facilities. It was also AGREED that the Chair and Vice Chair of the PSB should have delegated powers to respond to such requests in consultation with officers and members of the PSB if appropriate. It was also suggested that the nominated PSB Champion under the Well-being Plan could be included in any discussions in future.</p> <p>b. WG Consultation – Local Approaches to Poverty Reduction Robert Hartshorn, Head of Policy and Public Protection, CCBC</p> <p>RH explained the call for evidence by the WG committee looking into local action on poverty reduction. He noted the closing date for responses of 6th December and the restriction in size of response. RH drew member’s attention to the circulated draft response which included information from the well-being response analysis and included the work around the Lansbury Park Coalition for Change as an example. He asked PSB members to endorse the response which was AGREED.</p>	
6.	<p>Lansbury Coalition for Change</p> <p>Apologies were received from Christina Harray, Corporate Director – Communities, and it was AGREED that this item be placed on the agenda for the March PSB meeting when further information would be available, noting that this was a unique approach and a test bed for work in other areas.</p>	CH
8.	<p><u>Date of Next Meeting:</u></p> <p>The next meeting of the PSB would take place on Tuesday 13th March 2018 in the Sirhowy Room, Ty Penallta, commencing at 9.30 a.m.</p> <p>Agenda Items:</p> <p>Well-being Plan Lansbury Coalition Update Youth Forum Priorities</p> <p>There being no further business the Chair closed the meeting with thanks to all for attending and good wishes for Christmas and the New Year.</p>	



Attachment 5

Gwent Regional Partnership Board – Thursday 11th January 2018
Committee Room 2/3, Floor 2, Civic Centre, Pontypool NP4 6YB

3.2

Present: Cllr Richard Clark (Vice-Chair), Minister Huw Irranca Davies (Welsh Government), Chris Stevens (Welsh Government), Dave Street (Caerphilly CBC), Cllr Carl Cuss (Caerphilly CBC), Damien McCann (Blaenau Gwent CBC), Cllr John Mason (Blaenau Gwent CBC), James Harris (Newport CC), Cllr Paul Cockeram (Newport CC), Claire Marchant (Monmouthshire CC), Cllr Penny Jones (Monmouthshire CC), Keith Rutherford (Torfaen CBC), Judith Paget (ABUHB), Sarah Aitken (ABUHB), Nick Wood (ABUHB), Ann Lloyd (ABUHB), Katija Dew (ABUHB), Emily Warren (ABUHB) Edwards Watts (GAVO), Stephen Tiley (GAVO), Stephen Brooks (TVA), Peter Kennedy (TVA), Andrew Belcher (Provider Forum Rep), Lorraine Morgan (Citizen's Panel Rep)

Apologies: Phil Robson, Melanie Minty, Chris Hodson

Presenting: Bobby Bolt (ABUHB), Rob Holcombe (ABUHB)

In attendance: David Williams (Regional Team), Claire Selmer (Administrator)

Apologies:

1. Introductions and Apologies

Vice-Chair welcomed all to the meeting. Introductions were made, and apologies noted.

2. Welcome to Minister

Vice-Chair welcomed the Minister for Children and Social Care, Huw Irranca Davies and Chris Stephens from Welsh Government to the meeting.

The Minister noted these are interesting times and was keen to listen to the update on Pooled Budget and Winter Pressures / DTOC. He thanked the Board for inviting him here today.

3. Pooled Budget – progress report including Market Analysis done

Dave Street (DS) acknowledged that a lot of work has gone into this so far. He noted the need for a Pooled Fund facilitator to help us achieve better outcomes, as well as commissioning practice and better resources. The work so far is a solid base to build on. It hasn't been easy, as we are looking to pool 6 x organisations into one banking arrangement. He noted that, as one of the bigger Partnership Boards in Wales, there have been differing points of view; a lot of work has been done to overcome these differences, as we want to make this work, and we want to drive change. We also need to ensure we get the benefits of the pooled fund.

DS noted this is being looked at nationally, and there is a good opportunity to facilitate learning from the experiences of other Partnership Boards across Wales.

Rob Holcombe (RH) and Bobby Bolt (BB) gave an update on the current position. RH noted we have a shared responsibility for success, and 'we don't start with the money'. Work is to be supported by a pooled budget, and not just driven by one organisation. We are aiming to develop an agreed pathway which will also improve safety and quality.

There are 3 steps needed to meet the Section 33 agreement across the region:

- 1) Initial Pooled Fund based on forecasts.
- 2) Shared Pool for Lead Commissioner function.
- 3) Financial Clarity for Each Partner.

The indicative Pooled Fund for Gwent is £89m:

- £20m – User Contributions
- £37m – Local Authorities
- £32m – ABUHB.

RH advised the financial / contractual document is in draft at present, and there are iterative steps around the governance implications.

BB agreed that it was difficult to get the 6 x organisations to work together on this, and there needed to be transparency. She noted we need to make the best use of our collective resources.

There are staffing issues in nursing homes, and 13% of the workforce are over 55. In the Gwent area we range from large providers to owner managed homes, and this is a fragile sector we need to support. All have their own contractual agreements, but not all are aligned.

There are increasing delays for vulnerable people, and as there are three groups of major stakeholders, we need some stability. BB noted we need to have a different relationship with providers, and we need to look at a more co-productive approach, which is sustainable going forward, to allow for equitable decision making.

It was noted commissioning is generally spot contract at present, and we need to look to reduce this and ensure that we get a better service for the service user. There also need to be consistency and timely assessment.

We need to consider standards of care for vulnerable groups, and the outcomes we want to achieve; these need to be met by the right people, at the right time and in the right way.

Providers in the region have 6 x contracts, which are similar in some ways but differ. A piece of work is being carried out to look at a single contract which brings consistency and allows homes to know what is expected of them. The specification for this needs to be agreed, and then we can look at outcomes. Integrated contract monitoring is also going to be considered.

Work is being done nationally on fees at the moment. However, there are difficulties agreeing a fee methodology for 6 x organisations, and there needs to be more meaningful discussion to agree this and to move from spot contracting.

The banks and how we deal with them are an issue for homes, and this is something we need to acknowledge. We want a vibrant sector, to give people choice and to maximise staff resources.

There needs to be service improvements, and we need to look at how we can work together to support this. BB noted these decisions will influence the future direction of the market. All the baseline work being done at the moment is the foundational work to help us get where we need to be, so we can then think about what a regional commissioning strategy should look like.

Cllr Paul Cockeram (PC) noted void rates in care homes being around 300 across Gwent and potential scope to use care home capacity for short term placement for convalescence, and that we need to be more creative in our approach.

Lorraine Morgan (LM) made reference to the use of the 'equitable fee' in the presentation, and felt that older people should receive care at the same cost and to the same standard and quality, and queried how we would achieve this. DS noted some parts of commissioning are more expensive, and all are being financially assessed when they are going into care homes. He noted that when there is a Blaenau Gwent nursing home, people in Blaenau Gwent pay a fee but when someone from Caerphilly is going in they are paying more. He queried how big the variation should be, and noted that we have to be careful with this. DS noted the goal of a single fees is attractive, but it would also cause problems, and there needs to more dialogue around this. LM thanked DS for this comments and noted that the single fee would encourage the market and standards, and she just wants people to be mindful of that. DS agreed that quality and consistency are key values, but there are differing requirements and specifications, and there is not necessarily correlation between the cost of care and the level of care.

The following recommendations were considered:

- i) The Regional Partnership Board (RPB) notes the progress made since the November 2017 meeting. **Agreed**
- ii) The RPB notes the progress made towards implementation of the SSWB Act Part 9 Section 62 relating to Care Home Functions. **Agreed**
- iii) For RPB to note and endorse the revised Implementation Plan. **Agreed**
- iv) For Regional Partnership Board to endorse this report and to recommend that all statutory partners move forward to gain the required internal formal approval for this approach for the Implementation Plan described herein and do so in readiness for implementation by 1st April 2018. **Agreed**

Agreed Action:

- 1) The recommendations were agreed by RPB. **All**

4. Winter pressures – progress report including Delayed Transfers of Care

Nick Wood (NW) gave a presentation to update on the Winter Plan, the actions taken and the current position.

An evaluation was carried out on winter 2016, and this was used to develop the current Plan. There were also 'Breaking the Cycle' events at Easter 2017 which helped to drive improvement to the approach.

It has been 2 months since the key points were considered at the previous meeting, and these have been considered in relation to what would work, what the challenges are and what is deliverable across the region. NW noted this has a 'real-time' focus on patients now, and is about what is happening live.

£500,000 of ICF monies was used across Gwent to support with winter pressures and we need to continue to build resilience in the system. There is now a shared workforce for domiciliary care and health work. They have also used Frailty to help outside of the acute sector. It was noted that winter tends to focus on the acute flow and acute sector. There was also the opportunity to use the Step Up/Step Down beds flexibly.

A lot of work regarding delivery is ongoing, and it was noted the ability to flex resource has been challenging. Recruiting into nursing is also causing problems for all. NW noted we need to focus on the services out in the community which keep people well and at home.

This week is one of the three peak periods of winter pressure; there was also a huge response over the Christmas period. NW noted we need to keep the complex number down and to look at the number of patients to go elsewhere. There are only 121 patients on the list at a time, and at Christmas 2017 there were 80 less patients still in hospital waiting for something to happen. He noted we need to move back in to the 'Breaking the Cycle' response.

Currently there are challenges around package of care delays, and problems with choosing and accessing care homes.

There has been a decrease in DTOC over the last 12-18 months, and the majority of patients once referred were out of hospital in a day or less. As we have gone through 2017, there have been less bed days and less transfers of care. We need to look at the shift, how we met the challenge, and we need to match this with the number of bed days lost. NW queried what we could do to tackle this issue, and suggested we need to get packages of care in place quicker. He also noted the pilot of 'My Care, My Home' to support with decision making. It was noted that Blaenau Gwent don't have a problem with DTOC as such, and it was suggested we could learn from this, and to set a process across Gwent to help patients to move through the system more quickly. We also need to consider how we continue to address these figures as we move through the next period.

NW noted the discharge number for acute patients is increasing, but we are not seeing the benefit of this at the front-end of the system; we need to look into this further, and to continue to consider what resources we already have available.

Whilst there are differences across the whole of the UK, Gwent has much improved since 2016. There are a smaller number of days in escalated levels. This is a positive, but we must continue to monitor this.

It was noted that the flu count is going up rapidly in January 2018, and this will be a challenge. Sarah Aitken (SA) noted the flu rate was up to double in the first week of January 2018, than it had been to the week previous. Figures are going up steeply and are likely to be higher than they have been for 2-3 years.

PC felt that OTs should be in the community and not in hospitals. He advised we are afraid to tackle the obvious, and that there are 3% cuts next year, which makes it difficult for local authorities. He noted that care packages are crucial to people.

James Harris (JH) noted it is about a point of process, and Cllr Cockeram has raised the issue about OTs at a previous meeting; he queried what the process is around where we record and action, and how this is picked up and addressed. David Williams (DW) agreed the Regional Team will make sure this is logged. Judith Paget (JP) agreed to pick this up collectively at the next Regional Leadership Group (RLG). **RLG**

PC advised he doesn't understand why there are issues around the recruitment of nurses, as nurses are signing people in at hospitals and should not be doing administration-related tasks. NW suggested they could discuss vacancies and process further outside the meeting. **NW/PC**

Cllr Penny Jones (PJ) advised this is an out-patient issue and the role of nursing staff there. She agreed a lot of staff are stood around waiting, and could be used differently. Chair advised this was noted today, and can be addressed.

Agreed Actions:

- 1) Discuss Cllr Cockeram's concerns that OTs should be community based. **RLG**
- 2) Discuss nursing vacancies and process outside of the meeting. **NW/PC**

5. ICF Update

a) Business Process

RH advised that following on from the ICF review, there was an action to improve the governance in planning and decision making. The business process was agreed by RLG in December 2017, and has been brought here for RPB to ratify the process. It is hoped this will allow us to move towards more proactive decisions. It will also allow the RPB to look at how funding it is being spent.

The process for schemes for 2018/19 has started late; they will be presented to RLG in February, and then to RPB in March 2018.

A flow chart has been produced around decision making and delegated authority, and we will use the strategic partnerships to work through ICF proposals.

The key governance rules were noted:

- 1) The process identifies that the ultimate approval of the ICF investment plan is with RPB.
- 2) The standard process assumes that RLG has ultimate responsibility for making recommendations on the use of ICF to the RPB for approval.
- 3) The scheme funding identified is the maximum that ICF will fund, without further RPB agreement. Thus it is expected the lead organisation for the representative schemes will be responsible for operating within the financial funding agreed or will bear the cost of overspends (this will include managing inflationary pressures for schemes).
- 4) Lead organisations are expected to operate under their corporate governance and procurement rules, avoiding conflict of interest.
- 5) Any underspends must be returned to the ICF fund for consideration and potential re-allocation, either recurrently or in year only.
- 6) There is no automatic delegated authority to use scheme funding for another scheme.
- 7) There is no explicit delegated authority for ICF funding identified for a scheme to be used for another purpose or scheme without the express agreement of the RPB. However, flexibility is allowed in the use of the ICF funding to ensure a scheme can deliver its stated aims effectively as a result of a change in the investment mix. This must be within agreed scheme levels and must be reported to the relevant Strategic Partnership and the RLG.
- 8) Funding for schemes will be withdrawn or reclaimed if quarterly performance reports are not provided within the established timetable.
- 9) In addition, to add communication and control, it is recommended that a lead finance representative is identified from across the partnership for each Partnership Board for ICF.

RH advised that a pro-forma has also been developed and issued out. Peter Kennedy (PK) queried this, as he has not had sight of the pro-forma. RH agreed to check, and will also circulate the pro-forma to all. **RH**

RH suggested that, regarding the communication process, the minutes of the RPB and RLG should be shared with all members.

RH agreed to check with Mel Laidler regarding lead officers. **RH**

In conclusion, RH asked that the business case be supported by RLG, and reviewed annually or when there is an ICF required change.

The following recommendation was considered:

The RPB is asked to consider the proposed ICF Business Process, Governance and Scheme of Delegation arrangements, and to approve its implementation. **Agreed**

AB noted they were shown a breakdown of ICF monies and how this was to be delivered; however, he queried the route for providers and how they can submit proposals. He noted the strategic partnerships have a key role to play. RH agreed it has already been expressed providers and the third sector should be part of this process, and in the flow chart they are listed as 'other stakeholders'. AB queried the representation on strategic partnerships, and RH advised that it was his understanding this was already there.

Anne Lloyd (AL) queried whether the ICF evaluations will come to the March 2018 meeting. RH confirmed they will, and are also to be taken to RLG in February 2018. AL queried whether these have been independently evaluated. RH advised these have been done with the support of the ICF Project Lead. SA noted that robust evaluation methodology is being used now, and this is consistent.

Vice-Chair queried whether we are tying our hands by the decisions process. RH noted all decisions are being captured and registered.

LM felt she would like to see more information on where third sector services have been used rather than statutory services. AB noted there has been some feedback on schemes funded by ICF slippage, and noted providers and the third sector would like to be more engaged. RH agreed to pick this point up in the next paper. **RH**

Agreed Actions:

- 1) Pro-forma to be circulated to all. **RH**
- 2) Check with Mel Laidler regarding lead officers. **RH**
- 3) The report recommendation was agreed by RPB. **All**
- 4) Include provider and third sector involvement and services in the next paper. **RH**

b) ICF Consolidated Investment Plan 2017/18

RH advised the investment plan is about pulling together decision making around the £9.1m being utilised. All schemes are detailed in the appendix. It was noted we need to identify where the need is and put a financial value on that.

The Children and Families Partnership were given £350,000 for 12 months, £190,000 of which was used to fund winter planning. Cllr Carl Cuss (CC) queried why money from the Children and Families Partnership is going into winter pressures. He emphasised that there are pressures in Children's Services also. RH confirmed the full amount will be made available next year, and monies went into the Winter Plan, which is one of the two reserve schemes to be supported non-recurrently. Claire Marchant (CM) clarified that a proposal was put forward that could be sensibly delivered over 12 months; the same amount of money is being given, but as this crosses over two financial years, this allowed for reallocation. She noted although the funding is non-recurrent, there are already proposals for when recurrent funding is to be considered.

There has been a request from Welsh Government recently which queries how our investment plan fits. RH advised he will respond to this. **RH**

£1.3m of the funding represents what was previously 'Tranche 3' schemes, and the winter plan. These monies were non-recurrent.

The £1m for new schemes will be reviewed and revised and a paper will be brought back to the March 2018 meeting, which will give a full picture of investments. **RH**

PJ asked for reassurance that RPB set the direction for this, and we are not just asked to ratify decisions that have already been made. RH advised the earlier paper refers to 2018/19, and as we are close to April, the process has been a bit faster this time.

SA noted that in agreeing an Area Plan, we can set strategic priorities.

Stephen Tiley (ST) queried the deadline for applications. RH advised the strategic partnerships are working through these at the moment, so now is the time to get involved.

It was concluded that this paper gives an ICF consolidated financial investment plan for 2017/18 and provides a planning figure for new schemes for 2018/19.

The following recommendation was considered:
The RPB is asked to note the report. **Agreed**

Agreed Actions:

- 1) Respond to Welsh Government regarding the query on ICF Investment Plan. **RH**
- 2) A paper to be brought to March 2018 meeting regarding investments. **RH**
- 3) Report recommendation was agreed by RPB. **All**

6. Provider Forum Workshop update

Andrew Belcher (AB) reported back on the paper circulated; this was a brief summary to help raise awareness of the Provider Forum. The workshop events were attended by over 60 organisations over two half days, and were used as an opportunity to collate feedback on key issues for providers:

- The commissioning of contract management, as touched on in AB's presentation, would be welcomed, as there is some anxiety around changes in commissioning and larger scale contracts, and what this could mean for providers.
- Cooperative and Collaborative was discussed, this is a work in progress, but there was acceptance that we need to move towards this and to working together more closely. There was discussion about future opportunities, and what is available currently.
- General fees were discussed; providers are seen as delivery partners, but they would like to be strategic partners for health and social care. They want to influence the future design and shaping of services, to ensure this is done right.
- The feedback on Pooled Budget was generally positive, but providers are nervous about the practicalities of this. There seemed to be a general lack of insight, and we will look to have presentations or a workshop around Pooled Budget.
- Regarding ICF, the provider sector would like to be more involved and for there to be more open access and clarity.

PC noted that this works both ways, and providers need to be equally mindful. He advised that one organisation gave a fortnight's notice and pulled out of a service on Christmas Eve. AB agreed this is a long-standing issue, but sometimes a provider can no longer cover a service. PC suggested we don't pay enough for care; AB agreed there needs to be more conversation around the real cost of care, to stop contracts being at risk. There is a time and task for contracts, and this needs to be funded in the right way.

Keith Rutherford (KR) suggested we look at the model and funding, and if packages of care are coming back it is generally as they can't find staff. He agreed this is urgent, and we can't go into another winter with the same situation. He advised when the Gwent Adult Strategic Partnership did their evaluation, it was noted that a rep from the third sector / independent sector needed to be involved. However, we need to look at how we go about this involvement, and it is on the agenda for their workshop tomorrow. He emphasised we need to make sure this individual can represent the whole sector and not just themselves.

7. Area Plan

Sarah Aitken (SA) gave an update on the Area Plan. She noted this is about the outcomes we want to see, the principles and the ways of working. The plan will be reviewed annually and will set the strategic context for the region.

The Area Plan was brought here today to seek agreement that it can go out for consultation January – early February 2018. It will also go back to RLG in February and to RPB in March 2018.

SA noted it is all about how we work together in an integrated way, and going into the next financial year with clarity.

Reference was made to the key enablers:

- a) Information Technology
- b) Integrated financial systems and incentives
- c) Workforce
- d) Housing
- e) Estates Infrastructure.

AL agreed this is an important document and we should endorse enablers. However, she raised concern regarding the purpose of the consultation and what the timeframe is. She also raised concern that the Plan may be subject to criticism if people are not allowed time to consider it. Phil Diamond (PD) noted this is really an artificial timescale, as the Area Plan builds on the work of the Population Needs Assessment. There has also already been engagement with the Carer's Forum, Provider Forum and Citizen's Panel, and PD has been engaging with people the past few months to ensure this links with the Wellbeing Plans; feedback has been captured. He noted engagement will be continuous, at this point in time they are looking to get comments and analysis of the Plan and, although there seems to be a small window for engagement, engagement will continue throughout. He also noted the Annual Report will bring another opportunity for engagement.

PD noted that one thing lacking is smart targets, and he will go back to the strategic partnerships to agree this. **PD / Strategic Partnerships**

Newport Citizen's Panel have recently requested a more citizen-focused Area Plan, and PD agreed that he will look to do this. **PD**

It was noted ICF will also be included in the Area Plan.

The following recommendations were considered:

- i) Note the work already undertaken to develop an outline structure and content for the plan. **Agreed**
 - ii) To agree the consultation timetable and process. **Agreed**
- Also, SA suggested that we call this 'engagement' rather than 'consultation'. **Agreed**

Agreed Actions:

- 1) Smart targets to be agreed. **PD / Strategic Partnerships**
- 2) Citizen-focused Area Plan to be looked into. **PD**
- 3) The recommendations of the report were agreed by RPB. **All**

8. Forward meeting dates – consideration of development sessions in 2018/19

Vice-Chair noted that the meeting dates link to the G5 meetings, and he would like health to be included in these meetings. He suggested this would bring us closer together to discuss the agenda. **Regional Team**

Agreed Action:

1) Health to be invited to G5 meetings. **Regional Team**

9. Minutes of the last meeting and matters arising (November 2017)

The minutes were agreed to be a true record of the previous meeting.

10. AOB**Minister's feedback**

The Minister thanked RPB for allowing him to observe the two presentations, which cover two key areas. He noted ICF is a versatile instrument to develop good outcomes for people at the end of services, but due to prior commitments was unable to stay for the ICF update.

He noted there have been the same challenges here for DTOC and winter pressures there has been across Wales; it was good to see our response and the reference to 'My Care, My Home'.

The Minister advised there will be a publication of the Social Care Review available shortly. He recognised there are good things going on that work, and it is all about how we roll these out and do this in a timely manner; it was good to see things from a Gwent perspective. He recognises there is still an issue around nursing and domiciliary care capacity, but we just need to keep going on it.

Regarding Pooled Budget, the Minister hopes there will be a similar presentation and response across Wales. He hoped that Gwent can get to the point where they are 'breaking the back' of issues, and are able to see the benefits of joint commissioning and a pooled fund. He noted not all of the work was done yet, but that clear progress had been made.

He appreciates that a lot of work has been done to deliver this, and it gives him encouragement we are on the right track, and that this can be done. He noted there have been a lot of mechanics to get to the right point, but that sometimes people forget the end results; it is about delivering stability and outcomes, and he finds it encouraging that all in the room are working on joint solutions.

The Minister advised that if any additional support, guidance or advice is needed, he would be happy to help. He noted that if Gwent can do this, with the number of people involved, others should be able to also.

Chair thanked the Minister for attending, and advised he is welcome at any time. He noted it was reassuring to hear these words and agreed we will probably take him up on the offer of support. He wished the Minister the best for the future.

When leaving the meeting, the Minister expressed to DW that he was very pleased with the way it had gone today, and all of his questions had been answered. He felt the Pooled Budget presentation was very informative, and asked if he could have a copy. **Regional Team**

Agreed Action:

1) Pooled Budget presentation to be sent to the Minister. **Regional Team**

11. Next meeting

Tuesday 6th March 2018 – 2pm

Rhymney Room, Ty Penalta, Ystrad Mynach, Hengoed CF82 7PG