



NEATH PORT TALBOT PUBLIC SERVICES BOARD

The Neath Port Talbot We Want
(Well-being Plan 2018 – 2023)

Draft – March 2018

Contents

Foreword.....	3
What is the Neath Port Talbot Public Services Board?	4
What is a Well-being Plan?.....	5
Why do we need a Well-being Plan?	5
The Well-being of Future Generations (Wales) Act 2015	6
The Neath Port Talbot We Want – Our Vision for Neath Port Talbot.....	10
How this Plan has been developed?	11
Advice from the Future Generations Commissioner.....	13
Measures	14
Resource Management	14
Multi-Agency Working Groups	15
Consultation	16
Our Local Well-being objectives	18
Objective 1: To support children in their early years, especially children at risk of adverse childhood experiences	19
Objective 2: Create safe, confident and resilient communities, focussing on vulnerable people	31
Objective 3: Put more life into our later years - Ageing Well.....	39
Objective 4: Promote well-being through work and in the workplace	57
Objective 5: We value our green infrastructure and the contribution it makes to our Well-being.....	72
Objective 6 – Tackling digital exclusion	83
What Happens Next.....	90
Getting in Touch	91
Advice from the Future Generations Commissioner to Neath Port Talbot Public Services Board.....	92
Well-being Statement	114

Foreword

The Welsh Government established Public Services Boards to encourage local organisations to work together to improve the well-being of people who live in their area.

I am honoured to have been the Chair of the Neath Port Talbot Public Services Board since May 2017. I know there is an absolute commitment by all of our Public Services Board partners to work together to create a Neath Port Talbot where people will have the best chance to get on in life.

This Plan describes the initial priorities that we want to focus upon. We believe that the work we intend to do in support of the priorities will make the biggest difference in the areas which matter most. The feedback we have received from our communities supports this. We know that whilst we have set out the next set of actions we intend to take forward, we need to do more work to demonstrate how we will make a long term difference in the lives of the people who live in Neath Port Talbot. We will report on how we are getting on with our longer term work in our first Annual Report which will be published no later than July 2019.

I would like to thank everyone who has contributed to the development of this Plan. During 2018-2019, we will begin to implement our ideas, seeking out new ways to involve people in our work building together the Neath Port Talbot we all want.

Cllr R G Jones

Leader of Council

What is the Neath Port Talbot Public Services Board?

The Neath Port Talbot Public Services Board brings together leaders and decision makers from public services organisations and the voluntary and community sector. The purpose of the Public Services Board is to improve the economic, social, environmental and cultural well-being of Neath Port Talbot.

The Neath Port Talbot Public Services Board was set-up in May 2016. As set out in the Well-being of Future Generations (Wales) Act 2015, the Board is comprised of statutory members and “invited participants”. The statutory members of the Neath Port Talbot Public Services Board are:

- Neath Port Talbot County Borough Council
- Abertawe Bro Morgannwg University Health Board
- Mid and West Wales Fire and Rescue Authority
- Natural Resources Wales

The invited participants of the Neath Port Talbot Public Services Board are:

- NPT Council for Voluntary Services
- South Wales Police
- Tai Tarian
- National Probation Service
- Wales Community Rehabilitation Company
- Department for Work and Pensions
- NPT Group of Colleges
- Community Health Council
- South Wales Police & Crime Commissioner
- Higher Education Funding Council for Wales
- University of Wales Trinity St. David
- Welsh Government
- Public Health Wales
- Arts Council of Wales
- Sport Wales
- National Museum of Wales
- National Library of Wales
- Community Councils & Town Councils
- Swansea University

What is a Well-being Plan?

The Well-being Plan sets out the Public Services Board's long term vision for the area as well as priorities for action over the next 5 years. The Plan is developed around an extensive set of data and research evidence which was published in the Well-being Assessment May 2017. It considers what is good about Neath Port Talbot; the challenges facing the area now and into the long term; and where through working together (but differently) there is a significant opportunity to bring about improvements in the well-being of local people.

The Plan contains the initial well-being objectives identified by the Public Services Board. It also describes the practical steps that the Board will take to deliver the objectives and indicates the types of national and local measures that might be used to help the Board demonstrate progress.

Why do we need a Well-being Plan?

Neath Port Talbot is facing some big challenges, such as:

- how we respond to the needs of our ageing population so that people can enjoy a good old age;
- how we can continue to deliver excellent public services whilst unprecedented cuts to public spending continues;
- how we can reduce the gap between the least and most deprived in the Borough, especially our children and young people so that every child has the best start in life;
- how we help communities to sustain themselves and build a climate where people look out for one another;
- how we balance the changing expectations of a generation who demand services through new technologies, whilst making sure that those who are presently digitally excluded are not left behind; and
- how we make sure we protect and enhance our local environment so that it can be appreciated for many generations to come.

But whilst we have our share of challenges, we also have much to be proud of:

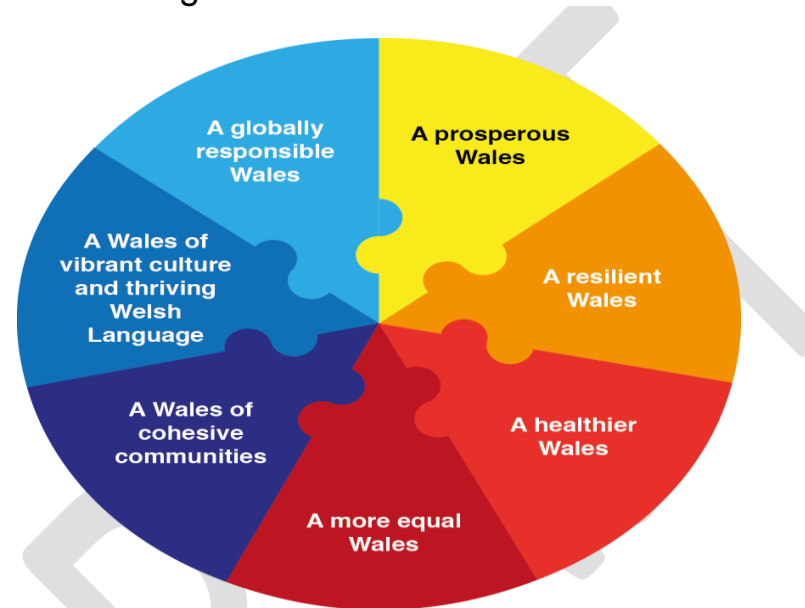
- Our woodlands, coastal areas, valley communities, parks and other natural assets provides significant opportunities to improve and support health and well-being;
- We have more than our fair share of people who have made and continue to make internationally recognised contributions to the arts and culture;
- There has been recent investment in the area by new industries and the Swansea University;
- People are living longer and the area continues to be a safe place to live;
- Public services are generally of a good quality; and
- The Welsh language continues to thrive in a number of areas across the county borough.

The Well-being of Future Generations (Wales) Act 2015

This Well-being Plan has been developed to meet statutory duties contained in the Well-being of Future Generations (Wales) Act 2015. The Act applies to 44 public bodies in Wales which includes Welsh Government, local authorities, local health boards, Fire and Rescue Services, National Parks, Natural Resources Wales and the National Museum of Wales.

The Act is about improving the social, economic, environmental and cultural well-being of Wales. The Welsh Government has produced a [short animation](#) which is a very useful introduction to the meaning and intention of the Act.

To achieve the improvements in well-being described above, the Act sets seven well-being goals developed from an extensive national conversation carried out by the Welsh Government. The goals reflect what many people said they wanted to achieve for their children and grandchildren.



A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

A resilient Wales: A nation which maintains and enhances a bio diverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).

A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).

A Wales of cohesive communities: Attractive, viable, safe and well-connected communities.

A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

A globally responsible Wales: A globally responsible Wales. A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being and the capacity to adapt to change (for example climate change).

The Act also puts into place a “sustainable development principle” which means every one of the 44 public bodies listed in the Act must act 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. There are 5 things those public bodies need to think about to show that they have applied the sustainable development principle:

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.

Collaboration



Acting in collaboration with any other person (or different parts of the body itself) that could help the body to 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.

Prevention



How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

Long term



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

Public Services Boards (established by the same Act) have a duty to prepare and public a well-being plan for their local authority area describing how the Board will maximise its contribution to the seven well-being goals set by Welsh Ministers.

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The Neath Port Talbot We Want – Our Vision for Neath Port Talbot

We want Neath Port Talbot to be a vibrant and healthy place where people have an equal chance to get on in life - a place where people want to live, learn, work, invest and visit for many generations to come.

We want local public services, including the Third Sector, to be effective and value for money, easy for people to use, and offer quality employment where people are valued and appreciated for the work they do. Together with citizens, we will build on our strong and cohesive communities where the rights of everyone will be respected and protected.

We want our public services to be focused on enabling people and communities to be resilient and it will be the norm for citizens to experience seamless, personalised high quality services. Public service delivery will create the right conditions for investment that will enable the county borough to attract and sustain quality, sustainable employment for local people.

Our communities will be well connected through a first class digital and transport infrastructure and our natural environment will be protected but also developed to support healthy living and investment.

We will have achieved our vision when all children and young people have the best start in life; when all young people and adults have the skills and resilience to be healthy and prosperous; when people are safe and feel safe; when all of our communities are thriving and supporting the people who live there and where people can draw on the support of neighbours and well developed social networks.

How this Plan has been developed?

The first piece of work for the Neath Port Talbot Public Services Board (the Board) to do was to prepare and publish an Assessment of Local Well-being. This is an assessment of the state of economic, social, environmental and cultural well-being in Neath Port Talbot and was published by the Public Services Board on 2nd May 2017 (available [here](#)).

The assessment was informed by extensive engagement and survey work with residents and stakeholders, and consideration of relevant information such as existing data, evidence and research.

The published assessment captures the strengths and assets of people and communities across Neath Port Talbot and describes the challenges and opportunities Neath Port Talbot faces now and into the future.

The second piece of work required by the Act is the preparation and publication of this Well-being Plan. The Plan must set out how we intend to improve the economic, social, environmental and cultural well-being of Neath Port Talbot by setting local well-being objectives which will maximise our contribution made to achieving the seven well-being goals outlined earlier.

The Well-being Assessment identified 75 issues for the Board to consider when developing its well-being objectives for inclusion in this plan. At a workshop in June 2017, the Board undertook a series of prioritisation exercises which drew out key themes:

- Physical health – physical activity, life expectancy and chronic conditions;
- Mental and emotional health – mental ill health, bereavement and suicide;
- Crime and community safety – recorded crime, cyber-crime and drug offences;
- Employment – sustainability of large scale employers, inequality in earnings and public spending cuts;
- Poverty – welfare reform, households with dependent children with no adults in employment;
- Transport – poor access to services and employment from our valley communities;
- The physical environment – poor air quality, flood risk and the decline of biodiversity;

- Services and facilities – lack of fixed substance misuse services in remote communities;

After developing these themes, the Board applied a set of tests to identify which of the issues would benefit from the collective action:

- Does the issue affect the whole population or specific groups within the population?
- Is this issue more prevalent in Neath Port Talbot than elsewhere?
- Is the issue already being addressed?
- How well suited is the issue to the collective impact of the Public Services Board?

The exercise identified six different opportunities for members of the Board to collaborate and where it was considered there was an opportunity to have a positive impact on the state of well-being in Neath Port Talbot:

- i. Supporting children in their early years, especially children at risk of adverse childhood experiences;
- ii. Creating safe, confident and resilient communities focusing on vulnerable people;
- iii. Encouraging ageing well;
- iv. Promoting well-being through work and in the workplace;
- v. Valuing our green infrastructure and the contribution it makes to our well-being; and
- vi. Tackling digital exclusion.

The Board agreed lead officers to develop these areas into well-being objectives and to define the practical steps required to deliver the objectives. Initially, each lead officer undertook a 'Response Analysis' exercise. Using a standard template work was undertaken to establish; where we are now, what could be done, what difference would this make and what contribution working on this objective will make to the well-being of people in Neath Port Talbot.

At the Board meeting on 2nd August 2017, consideration was given to each response analysis. It was agreed that four of the objectives would be developed further as specific programmes of work. The fifth and sixth proposed objectives - Green Infrastructure and Tackling Digital Exclusion - would also be developed but as cross-cutting programmes, as they underpin and support the other well-being objectives e.g. by encouraging healthier and active lifestyles – green and blue spaces make an important contribution to improving the physical and mental well-being of

individuals, supporting personal and emotional resilience. By tackling digital exclusions, more people are able to take the benefits of accessing the Internet – cost savings; greater choice; access to new knowledge/learning; improved access to some public services.

Advice from the Future Generations Commissioner

As required by the Act, the Board sought the advice of the Future Generations Commissioner (a new role established by the Act) on how steps could be taken to meet the draft well-being objectives identified.

At the start of October 2017 the Board received a comprehensive advice letter from the Future Generations Commissioner detailing how the Board might effectively use the five ways of working to challenge business as usual and maximise the contribution it makes to the seven national well-being goals (Appendix A). In addition, the Commissioner provided prompts to relevant resources and contacts that could be used to support the ongoing work of the Board.

The Commissioner's advice was received at a point where the Plan was in a very early draft form. The advice was circulated to each of the lead officers charged with developing the Board's individual well-being objectives so that could take account of that advice throughout the planning process.

There have been a number of changes we have made to the Plan as a result of the Commissioner's advice (see Appendix C). However, we will return to the Commissioner's advice as we take our way forward so that we continue to challenge ourselves about the way in which we are responding to the new duties imposed by the Well-being of Future Generations (Wales) Act 2015.

Whilst waiting for the Commissioner's advice, lead officers further refined their proposed programmes of work, undertaking further engagement with various stakeholders and carry out more detailed research relevant to their topic areas:

Examples of what we have worked on and what we will continue to consider

- mapping issues and assets in the community;

- adopting an Asset Based approach to focus on identifying, building on and mobilising personal assets, local assets and resources;
- ensuring sufficient data sharing protocols are in place to facilitate relevant, safe and timely data sharing between agencies;
- identifying local knowledge and experience to build supportive groups and networks to develop opportunities for meaningful and sustainable engagement with the community.

Measures

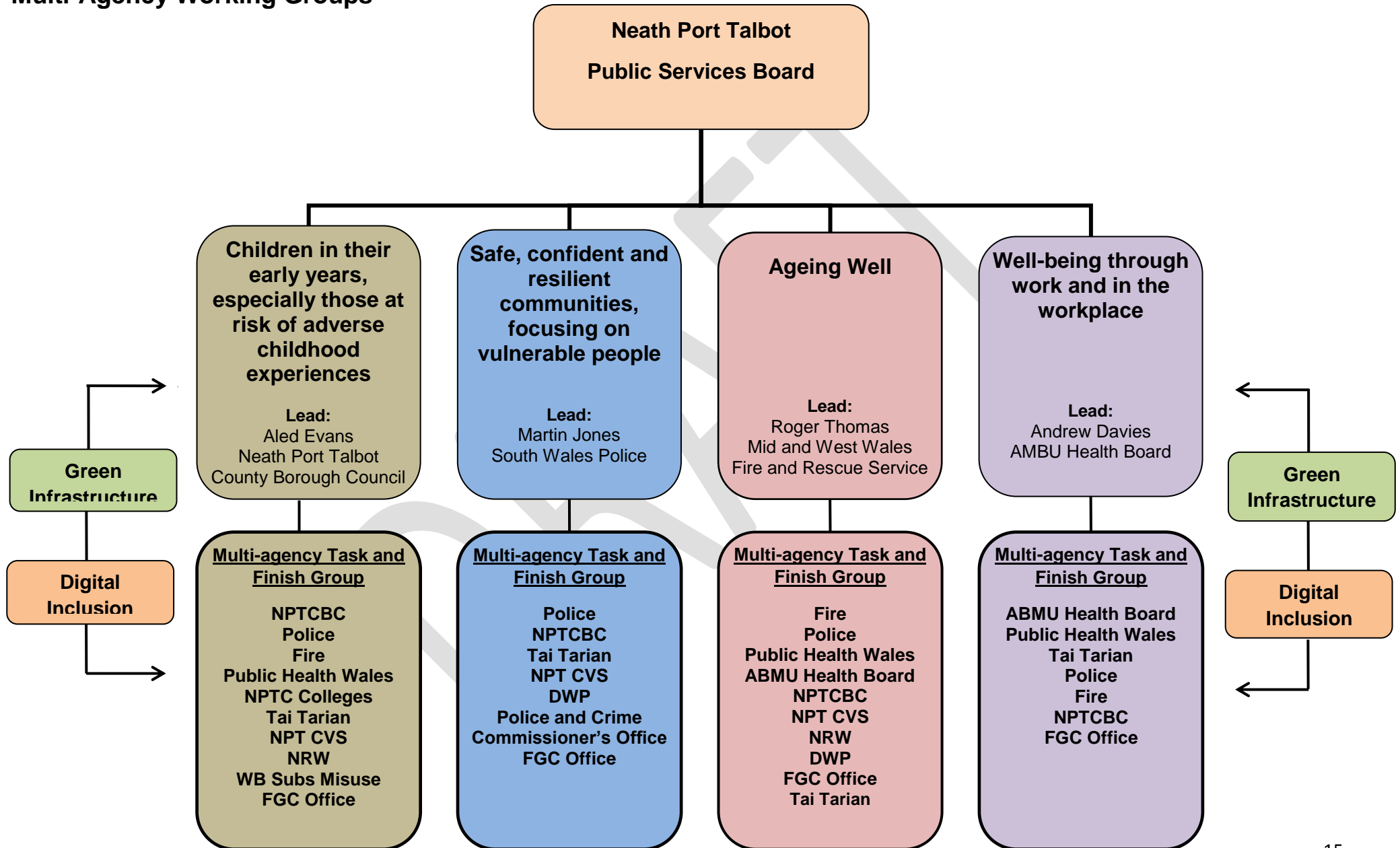
The Plan is and will continue to be a work in progress. Whilst we have identified the practical steps we will take over the short term, there is more work to do before we are clear as to where we expect to make the biggest difference over the short, medium and long term.

Consequently, we are not yet able to describe the measures we will put in place to demonstrate the difference we are making. These will be developed over the next twelve months and set out in our first annual report. Meanwhile, we have given some indication of the types of measures that may help us gauge progress.

Resource Management

The new duties introduced by the Act were not accompanied by additional financial resources. Therefore, if we are to work differently and bring about a significant difference in the well-being of local people we will need to consider how we re-direct existing financial resources (and within a climate of continuing austerity measures). The Board is clear that it will need to secure the support of the Executive Boards of each partner organisation to agree this course of action and is committed to ensuring there is effective two way dialogue between the Board and partner organisation to ensure that there is collective agreement as to what needs to change to bring about the changes we want to bring about.

Multi-Agency Working Groups



Consultation

The Act requires the Public Services Board to conduct a public consultation exercise on its draft Well-being Plan and for a period of no less than twelve weeks. At its meeting on the 21st September 2017, the Public Services Board agreed to adopt a two tier approach to the public consultation:

Tier 1: using the **Citizen Engagement Scheme** the Board designed a public consultation to give a wide range of interested bodies and the general public the opportunity to comment on the draft vision and the draft objectives identified by the Public Services Board. The consultation was developed and disseminated through partners' existing networks using a range of channels (e.g. online questionnaire, social media, paper questionnaires and community engagement events). The public consultation ran from 9th November 2017 to 1st February 2018.

Tier 2: using the Citizen Engagement Scheme lead officers undertook focused consultation/engagement activities on their particular work activities. This enabled lead officers to identify the people that could be involved in developing and delivering the projects, in line with the sustainable development principle.

Outcome of Consultation:

Tier 1 - A total of 144 responses were received (128 via questionnaire and 16 written responses). A summary of the consultation responses can be found here [\(insert link\)](#).

Overall, respondents were supportive of the priorities selected by the Public Services Board and agreed with the Board's vision.

However, many respondents also commented on the need for the final Plan to contain more detail. This included linking the draft priorities to the well-being assessment, clearly linking the proposed priorities to the Welsh Governments seven well-being goals and to set out more specific detail on the actions to be taken to achieve each of the priorities. There were some additional priorities proposed by respondents, but these did not reflect the findings of the well-being assessment.

A number of the written responses did not specifically comment on the draft objectives or vision but provided advice on how their respective organisations might help in the delivery of the Plan. Other responses provided feedback on specific draft priorities and copies of those were provided to lead officers to take into consideration when developing the detail on each of their work streams.

Further details about the outcome of the Tier 2 consultation work will feature under each objective on the following pages.

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Our Local Well-being objectives

This chapter provides more detail on each of the well-being objectives we (the Neath Port Talbot Public Services Board) have identified we intend to pursue to improve the well-being of the people who live in the Neath Port Talbot area.

For each of the objectives we have set out:

- why we think each objective is important, having regard to the analysis of the state of well-being in the Neath Port Talbot (Well-being Assessment) and the discussions and work undertaken both within the Public Services Board, the multi-agency working groups and through our engagement and consultation activity;
- the steps we propose to take to meet the objectives, who is responsible for undertaking those steps and the periods of time within which we expect to meet the objectives*;
- how the above steps have been developed in accordance with the sustainable development principle. In drafting this Plan, the Public Services Board sought the advice of the Future Generations Commissioner on how the steps we propose to undertake are consistent with the sustainable development principle; and
- how the objectives will contribute to achieving the Welsh Government's 7 well-being goals

*The Public Services Board acknowledges the short- medium term focus of the steps that have been identified to meet the objectives. When we publish our first annual report we will provide more detail of the work we will be seeking to take forward over the short, medium and long term.

Objective 1: To support children in their early years, especially children at risk of adverse childhood experiences

The Seven National Well-being Goals	The contribution this Objective will make to each goal
A prosperous Wales	Ensure that all children and young people are supported to become enterprising, creative contributors, ready to play a full part in life and work.
A resilient Wales	Ensure that all children and young people are supported to become ambitious, capable learners, ready to learn throughout their lives.
A healthier Wales	Ensure that all children and young people are supported to become healthy, confident individuals.
A more equal Wales	Ensure that all children and young people learn in safe, nurturing and fulfilling environments, where there is respect and due regard to equality, diversity and inclusion.
A Wales of cohesive communities	Ensure that all children and young people are supported to understand the value of belonging to a community and how communities can support each other to thrive.
A Wales of vibrant culture and thriving Welsh language	Ensure that all children and young people are supported to learn, appreciate and understand their lives, their history and heritage through the medium of Welsh.
A globally responsible Wales	Ensure that all children and young people are supported to become ethical, informed citizens of Wales and the world.

What the Well-being Assessment told us

- In Neath Port Talbot 30% of children live in poverty, this is greater than the Wales average of 26%;
- The number of children in the care of social services in Neath Port Talbot is 135 per 10,000 children aged under 18 - this has risen sharply from 88 per 10,000 in 2006;
- Childhood vaccination rates for NPT are above the recommended 95% for all vaccinations given to those under a year old. However, by the time they reach the age of 4 years, only 85.4% of children were up to date in the schedule of vaccinations in 2015/16. This is putting the health of children now and in the future at risk;
- In 2016, at Foundation Phase, Neath Port Talbot was placed 22nd of 22 Authorities in Wales in mathematical development, personal and social development, well-being and cultural diversity; and
- Neath Port Talbot continues to have one of the highest rates of permanent exclusion in Wales.



If nothing changes:

- Perceptions of anti-social behaviour (noisy neighbours, litter, vandalism, graffiti, drug dealing etc.) will continue to increase;
- The number of children living in poverty is projected to rise; and
- The number of children and young people displaying challenging behaviour is forecast to increase by 28.6% by 2030.

Why is this well-being objective important?

It is obvious that not all children get an equal start in life and many are affected by adverse childhood experiences (ACEs). These children often come into contact with the Education Service, Social Services, Health Service, Police and Voluntary Services during their childhood and beyond, as difficulties and challenges impact negatively on their mental and physical well-being, and invariably leads to increasingly challenging and risky behaviour. As a result, services begin to struggle to meet the increasingly complex demands presented by these vulnerable children.

Intervening earlier in the lives of these children has been the ambition of service providers for many years. Not only is there a moral imperative, there is also very much an economic imperative for this approach. Education, Social Services, Health and the Police are increasingly struggling to manage both the volume and complexity of demand emanating from inadequate parenting, inter-family abuse, drug and alcohol abuse, mental health and domestic abuse.

The Welsh Adverse Childhood Experience (ACE) study [\[link\]](#) has shown that suffering **four** or more harmful experiences in childhood increases the risk of vulnerability and harms many aspects of children's lives. Data reveals that 14% of adults in Wales have experienced **four** or more Adverse Childhood Experiences during their childhood, making them **four** times more likely to be subject to alcohol problems, **six** times more likely to smoke and **14** times more likely to being involved in violence in the last year. The report highlighted the short, medium and long term benefits of prevention and early intervention to support children and their families, illustrating that this methodology is also more cost effective as less cases progress to acute and chronic states.

Through more effective and integrated agency action we may stop abuse, neglect and other harmful experiences faced by children, and break the link between poor physical and mental health, chronic disease, lower educational achievement and lower economic success in adulthood.

The Welsh Adverse Childhood Experience (ACE) study [\[link\]](#) report refers to Welsh surveys and research data linking adverse childhood experiences and poor health, low academic achievement and links to criminal behaviour.

All services will have information about families and people who regularly come into contact with their provision and support and they will also have high level data concerning the rate of service usage in various areas. The risk here is as the service tap is turned off due to volume, all too often, individuals with real needs fall between “thresholds” and agencies.

Many of our existing services and resources are focused on long term chronic needs. This negative, risk-based model fails to capitalise on the benefits of wide spread, low level, lower cost interventions that address the root causes of the chronic needs. Several areas across Wales have started to structure locality based multi-agency, integrated teams to prioritise such low level interventions and embed this philosophy early on in service delivery. It is recognised that all organisations, agencies, third sector and the private sector should be involved to provide a sustainable fully integrated solution.

Most agencies practice a risk based management model which is focused on delivering intensive treatment of symptoms of acute and chronic needs such as mental health, drug and alcohol misuse, child neglect and behavioural issues leading to school exclusions. These current models, invariably, respond to symptoms rather than causes and lack the deep integration of all agencies to provide sustainable low level resourced interventions focused on prevention.

However, early intervention through an “ACE” informed lens, will necessitate, long term, integrated, sustainable solutions, fully focused on prevention. This will bring together services to identify and deliver evidence-based “protective” factors, so families and individuals can contribute to the prosperity and well-being in Neath Port Talbot and reduce their reliance on expensive public services from generation to generation. It will also ensure that services work together to define and practice effective and efficient co-working, sharing the same values and vision and targeting agreed common outcomes.

A pilot Children’s Community as illustrated later in this section would allow key services to develop new ways of working that are targeted towards individual communities based on a thorough well-being assessment,

underpinned by data and asset mapping. Sandfields West's electoral ward lends itself as a pilot area for the following reasons:

- It benefits from good community leadership and activity;
- Local schools offer effective anchor organisation points;
- It has a range of challenges and barriers related to deprivation; and
- It is geographically compact and offers a relevant community profile to allow us to pilot new ways of working which can be adapted and deployed across the remainder of the county borough.

A recent visit to Pembury Children's Community in Hackney, inner London, has allowed us to learn from current good practice, where community leaders are seeking to enable young people to get the best out of life. Pembury has developed a community vision and articulated an agreed approach that outlines its ambitions. These include: ensuring that Pembury children are more ready for school; and that Pembury children and young people are in education, training and employment and on the way to achieving their ambitions. They have set themselves 3 priority areas:

1. Getting things right early;
2. Supporting young people in Secondary School and beyond; and
3. Support for parents.

This learning has already influenced the direction and development of this objective and has led us to focus primarily on getting things right early.

Development of this well-being objective

A "Participation Group" undertook an initial consultation exercise based on the following broad questions:

- What do you like about Sandfields?
- What do you dislike about Sandfields?

The steps we will take

We are in the process of developing a ‘children’s community’ approach which is a locality-based model of support and intervention informed by data and community engagement and intelligent service dialogue and decision making. Discussions have already taken place between the police and Education and it has been agreed that the development of this work through an “ACE” informed lens could add real value. Developing and piloting a Children’s Community in Sandfields West will allow the local authority and its partners to secure more coordinated ways of delivering supportive, preventative and early intervention strategies in a specific locality by bringing funding streams together, reducing duplication of resource and ensuring a relentless focus on breaking the cycle of deprivation.

We need to be able to provide the children of Sandfields West with the same opportunities as those in more advantaged areas. The pilot will allow us to:

- trial the benefits of tailoring services to support the needs of the child rather than focusing on a single problem that presents itself at a particular time in childhood;
- move away from disconnected approaches led by individual institutions to a strategy uniting partners in the interests of the community’s children; and
- monitor and evaluate the impact of this work in real-time and fix any inefficiencies or ineffective practice.

The pilot will be predicated on connecting both children and their parents to the existing network of services available in the locality, as well as bringing new or needed services closer to the community where appropriate and exploring where improvements can be made.

By adopting a whole family approach, services will be co-ordinated by project leads which will mean there will no longer be a whole host of services and professionals involved with the family, each with their own assessments, service thresholds and appointments. To do this successfully, we will:

- develop more intensive family support services aimed at increasing educational aspiration and participation;
- ensure early identification and support for mental illness;
- build on current support mechanisms relating to domestic violence; and

- establish clear and proactive interventions to deal with alcohol and drug abuse.

The Children's Community Pilot will be formed around three, distinct points where interventions will be most effective:

1. Early years and primary school;
2. Secondary school and transition into adulthood; and
3. Support for parents/carers.

There will also be three main phases of work, although it is expected that these will overlap.

- Phase 1 – mapping and shaping;
- Phase 2 – starting to work together; and
- Phase 3 – working better together.

The proposed actions relating to each work-stream are outlined overleaf. In order to initiate and co-ordinate these actions, to secure clear and timely communication and ensure momentum of activity it is proposed that a co-ordinator is seconded from the Think Family Partnership Team to fulfil this role, supported by the current administrative resource.

We have already established two task and finish groups, a multi-agency Data Group and a Participation Group, to take forward mapping and engagement work. We have also met with locally elected members to discuss and consult on the model and have commissioned additional engagement and scoping work to progress the objective.

Key to the success of the model is the need to secure high quality leadership that requires different and high level skills, notably influencing and negotiation, which take account of professional and organisational boundaries, to facilitate cross-cultural working. This leadership will be the responsibility of project coordinators who will engage in multiple operational and strategic tasks, such as project planning, governance, and resource management, to help them grow into leadership roles.

Staff training in partnership and team working will improve collaboration and reduce the impact of professional boundaries, community involvement is also critically important in ensuring success. Involving and training individuals from community groups will also strengthen relationships, embed changes and encourage sustainability of these changes. Building on the findings of the Local Well-being Assessment we need to continue to make good use of available data and evidence to inform decision making and to monitor and evaluate progress. Community groups and professionals will gain skills and insights from shared data collection, analysis and interpretation.

Ref	Steps	Lead Organisation/Partner	Timescale
1	Map all early years and primary school provision in Sandfields West	Neath Port Talbot County Borough Council / ABMU Health Board	Spring 2018
2	Map all secondary school and transition to adulthood provision in the area	Neath Port Talbot County Borough Council	Spring 2018
3	Map all support for parents in the area	Neath Port Talbot County Borough Council / ABMU Health Board / Voluntary Sector	Spring 2018
4	Identify any gaps in provision	Multi-agency task and finish group	Spring 2018
5	Map all community assets		
6	Agree co-ordination and communication protocols (include data sharing)		
7	Agree criteria to identify 'vulnerable' families		
8	Agree key threats and presenting issues		
9	Liaise with community leaders/key stakeholders to discuss and develop pilot		
10	Identify and agree which vulnerable families to support		

Ref	Steps	Lead Organisation/Partner	Timescale
11	Agree key principles of the Children's Community		
12	Agree a shared vision based on early intervention and prevention		
13	Develop a joined-up strategy based on an understanding of barriers, assets and opportunities to improve life chances		
14	Agree and establish a governance and management model		
15	Establish a local reference group (include children and young people)		
16	Road test current analysis and strategy	Multi-agency task and finish group	Ongoing
17	Identify and agree an appropriate range of outcomes that will be improved by collaborative working	Multi-agency task and finish group	Summer 2018
18	Agree monitoring arrangements to assess and evaluate progress	Multi-agency task and finish group	Ongoing
19	Agree actions to further develop provision and support	Multi-agency task and finish group	Autumn 2018
20	Senior representatives from all key agencies commit to regular (fortnightly) meetings to discuss the project and agree interventions	Multi-agency task and finish group	Ongoing

Measuring Progress:

County Borough level indicators that the Public Services Board will seek to impact
Percentage of live single births with a birth weight of under 2,500g (National Indicator 1)
Healthy life expectancy at birth including the gap between the least and most deprived (National Indicator 2)
Percentage of children who have fewer than two healthy lifestyle behaviours (not smoking, healthy weight, eat five fruit or vegetables per day, not drinking above guidelines and meet physical activity guidelines) (National Indicator 5)
Measurement of development of young children (National Indicator 6)
Key Stage 2 pupils achieving the expected (level 4+) in the core subject indicator (National Indicator 7)
Immunisation rates for children and young people
Percentage of reception year children overweight or obese
Number of children living in poverty (National Indicator 18)
Percentage of people living in households in material deprivation (National Indicator 19)
Percentage of young people not in education, employment or training (National Indicator 22)
Percentage of people satisfied with their local area as a place to live (National Indicator 26)
Rates of exclusion and persistent absenteeism
Mental Well-being of Children & Young People
Mental Well-being among Adults
Adolescents / adults who smoke
Adolescents / adults who drink alcohol

We will also develop qualitative indicators based on the responses of participants and service users.

Links with the other objectives:

- Safe, confident and resilient communities focussing on vulnerable people – The objective will seek to develop a community based approach that focuses on the needs of children within their community environment rather than focusing on a single problem that presents itself at a particular time in childhood;
- Encourage ageing well – The objective will seek to develop children and young people who respect all community members and are open to benefit from the experiences of others, including the elderly, to contribute to their well-being and who understand their lives will be subject to the same ageing process;
- Well-being through work and in the workplace – The objective will seek to develop resilient children and young people who are able to participate in meaningful employment and understand its benefits;
- Green Infrastructure – The objective will seek to develop children and young people who are aware of the green infrastructure that surrounds them and are able to fully benefit from engaging with it in a respectful and environmentally friendly way; and
- Digital Exclusion – young people are able to confidently access the benefits of the Internet whilst being able to safeguard themselves when on-line against abuse and exploitation



Objective 2: Create safe, confident and resilient communities, focussing on vulnerable people

The Seven National Well-being Goals	The contribution this Objective will make to each goal
A prosperous Wales	Communities are the foundations on which families and people develop and prosper. We will work to enable our communities to develop aspirations and goals, in an environment in which to flourish. In this way communities can work for themselves more effectively supported by services when necessary.
A resilient Wales	Communities can only be adaptive and resilient when families and their children are given an equitable opportunity to develop. This will connect and enable wider positive outcomes.
A healthier Wales	Supporting and helping families and communities to better understand and be able to manage their health in a positive way, is a key outcome, of stronger communities.
A more equal Wales	Work with communities to develop opportunities in which they can grow as both individuals and families is again a key outcome.
A Wales of cohesive communities	Without opportunities in which to develop to their full potential, people and communities can become, fearful, distrusting and intolerant. Cohesive communities need people who have aspirations that are achievable, where they can become confident and contribute in a meaningful way within the community.
A Wales of vibrant culture and thriving Welsh language	Where people are able to develop towards meeting their potential, culture, sport and the Welsh language will have an environment in which to grow strong.
A globally responsible Wales	The strength afforded by safe, confident and resilient communities will ensure we become a more globally responsive Wales.

What the Well-being Assessment told us:

- There is a need to provide additional housing, including affordable housing to prevent homelessness;
- In 2014-2015 there were 2,004 referrals for substance misuse, 63% male and 37% female. The average age of those referred was 41, 64% were unemployed, 7% had housing problems and 33% had mental health issues;
- A lack of fixed substance misuse services in remote communities and inconsistent service delivery is a weakness in current service provision;
- Approximately 27,000 people in Neath Port Talbot have a mental health disorder and the rate for suicide is higher than the average rate for Wales;
- Bereavement is thought to have both a short-term and long-term impact on well-being, it can affect psychological and physical health; and
- There were 748 incidents of violence against a person during the 3 month period in 2016, compared to 652 incidents during the same period in 2015. However, the number of these that were recorded as being domestic-related decreased from 288 in 2015 to 265 in 2016.



If nothing changes:

- Alcohol and drug use will continue to increase;
- Trends, means and patterns of radicalisation are evolving and will broaden across a range of ideologies;
- The demand for counselling, housing, financial and welfare advice are predicted to increase for the Third Sector; and
- Although recorded crime has been falling steadily, anti-social behaviour (such as; noisy neighbours, litter, vandalism and graffiti) continues to increase.

Why is this well-being objective important?

Building and sustaining safe, confident and resilient communities should be at the heart of any plan that aims to promote the seven well-being goals. This can be delivered best by focusing on prevention and early intervention, enabling communities to build resilience for themselves and supporting them to ensure sustainability from within. We will work to avoid doing things “to communities” and “for communities”, working with communities and aspiring towards enabling communities to do things for themselves.

Communities and their make-up often play a defining part in the growth and development of individuals and their families. Together with the family, a community can define personal aspirations and opportunities that in turn can define our life chances. These can be positive and provide conditions for families, communities, areas and regions to flourish. However, some families and communities may need additional support because of their vulnerabilities and this can be delivered through locally based services. These services are many, some are universal, but others are bespoke to particular communities, made up from statutory, private sector and voluntary services. They include, Housing teams, Educational teams, Health teams, Policing teams, together with many well informed and motivated private sector and third sector teams.

The vulnerability faced by many people and the risks associated with this, such as; poor health, poverty, reduced social cohesion and community safety, is causing real challenges in some communities and unsustainable pressures on public services. However, there are opportunities for public services and the third sector to work differently. By putting the citizen at the heart of our service delivery we will have a better understanding of needs in our communities and be better equipped to intervene earlier. Importantly we will try and avoid doing the usual things “to communities” but seek to work with them.

In the table below there are examples of situations and circumstances that may cause a need for additional support:

Personal Circumstances	Personal Characteristics	Health and Disability	Economic Circumstances
Social isolation Poor social/communication skills Bereavement Living conditions Self-neglect Repeat victim History of offending	Gender/Transgender Sexual orientation Ethnic background Age Disability Religion	Learning disability Physical disability or illness Mental health needs Drug/alcohol misuse or dependency	Financial Unemployment Housing

More work is required to map our assets and processes, identify our strengths whilst identifying gaps in services and areas where more work is required. This will provide community resilience and cohesion whilst enhancing the goal of creating a more equal and prosperous Wales. There are many pieces of work ongoing locally, regionally and nationally, we will look at this and engage with the communities that make up Neath Port Talbot to do things differently to deliver the seven well-being goals.

By adopting an asset based community approach and identifying strengths and opportunities from within, we will build on the skills and knowledge of individuals and connect resources across communities to support individuals and families to recognise their potential to make a positive difference for themselves and their community.

The ultimate aim is to give future generations an equal chance to access opportunities and develop aspirations for themselves, their families and the communities they live in.

The steps we will take

By developing existing governance structures we will strengthen the leadership capabilities across public services and increase the quality of the support given to front-line staff - the people who work in and understand our communities, know what works well and know what the needs are.

Ref	Steps	Lead Organisation/Partners	Timescale
1	Map out existing <i>governance structures</i> to ensure focus and flexibility in delivering new and innovative community approaches, ensuring clarity of role and responsibility across structures under the Public Services Board and importantly individual agencies. Importantly identifying a more holistic service provision across agencies where necessary.	South Wales Police	July 2018
2	Identify and <i>develop pilot areas to facilitate a "Community up" approach</i> , supported by the Public Services Board, and wider groups and work currently being delivered by single agencies. This will develop Hub based or Integrated Community Operating Models (ICOM) of local service delivery. A suitable approach will be developed in pilot areas, if successful this will then be rolled out across Neath Port Talbot.	South Wales Police/Neath Port Talbot Council	May 2018
3	Ensure that our front line work force across all agencies have the <i>understanding and skills</i> to deliver a more holistic citizen/community focused approach. We will develop opportunities, for all agencies to develop our people through awareness	South Wales Police	This will be ongoing, starting May 2018

Ref	Steps	Lead Organisation/Partners	Timescale
	events, joint training and attachments to agencies.		
4	We will develop a partnership <i>evidence base across our</i> communities, to better understand how we impact on community well-being. In particular a rich picture will be developed at the local community level, so the “reality” of life within the community is explicitly understood at micro levels.	Neath Port Talbot Council, supported by South Wales Police and ABMU Health Board.	This will be ongoing, starting May 2018
5	As work develops, a robust assessment of strengths and weaknesses will be made of our current IT systems, which could identify quick wins and longer term strategic planning.	Neath Port Talbot Council supported by South Wales Police.	This is ongoing
6	Map our locally based work force and our estate and explore opportunities to develop virtual or co-located community hubs that will enable a bottom-up approach, to better inform the ongoing strategic direction of the Well-being Plan. We will be ambitious and work towards a better informed and aligned <i>Estate Strategy</i> across services, focusing on efficiency and an effective service delivery.	Neath Port Talbot Council, supports by South Wales Police and ABMU Health Board	This will be ongoing, starting May 2018
7	We recognise the role of the Voluntary Sector which provides a critical role in all communities. We will also identify the key local people who “make” communities, including, councillors, volunteers and shop keepers and work to support them to ensure that we assist them in achieving their objectives.	Neath Port Talbot CVS	This will be ongoing, starting May 2018

Ref	Steps	Lead Organisation/Partners	Timescale
8	Improve our communication and be more proactive in understanding of the reality and needs that exist across communities we will ensure that we are more focused and effective in first listening and then informing communities.	South Wales Police	This will be ongoing, starting May 2018

Measuring Progress:

The Public Services Board will work to ensure that the long term sustainable work is developed and guided by robust, clear and simple information. Existing data sets and performance information across agencies will be assessed and simplified into meaningful information that can measure outcomes, focusing on communities and prioritising early intervention and prevention. Here are some examples of what we may consider:

County Borough level indicators that the Public Services Board will seek to impact
Poverty indicators
Life expectancy and health indicators
Social mobility and educational indicators
Crime and disorder indicators
Level of service interventions to families within the area
Develop methods to discover how the local people feel

Links with the other objectives:

- Supporting children in their early years, especially children at risk of adverse childhood experiences - enabling opportunities to develop better conditions to allow families and schools to flourish. Indeed, Families, Schools and Communities are the key institutions of any society. And the school, in particular, is critical, as its staff see the children and their parents on a daily basis, and are probably the most important and influential

“hub” within any community. This work area will ensure that a clear line of sight is present between the community and the school and families, to maximise the protection and life chances for Children.

- Encouraging ageing well - the community is at the heart of life for all people, but as we get older the community can become even more important for people. The community work will focus on all people that make up communities and support them in terms of their particular requirements they may have, but also to tap into their potential to support or mentor others. There will be clear opportunities for working with people who have perhaps brought up their families and who may want to contribute to others with some time and experience.
- Well-being through work and in the workplace - Neath and Port Talbot has a high proportion of families working in the Public and voluntary Sectors. By ensuring they are well-supported in their jobs, is not only good for them and the right thing to do, but it also ensures, our workforce is ready, well and motivated to serve. This work will also link into the voluntary and private sector as the community work area builds its networks, and links and opportunities to the workplace well-being agenda can be more readily be made.
- Valuing our green infrastructure and the contribution it makes to our well-being - this is critical not only to communities but to the planet. Each community could be seen as a “micro environment”. The community work will have a strong focus on local, green spaces and the recognition of people towards environmental issues. We will look to listen and work with people to raise awareness of the importance of the green infrastructure and the contribution it can make to both local and world well-being.



Objective 3: Put more life into our later years - Ageing Well

The Seven National Well-being Goals	The contribution this Objective will make to each goal
A prosperous Wales	By identifying and providing learning, employment and volunteering opportunities for our ageing population we will ensure that people are well placed to make a positive contribution to their communities.
A resilient Wales	By addressing issues such as fuel poverty we can make a positive contribution to sustainability and climate change.
A healthier Wales	By developing strategies to improve physical and mental health through falls prevention; tackling social isolation and loneliness; and developing dementia friendly communities.
A more equal Wales	The development of learning opportunities for older people can assist in addressing age discrimination and encourage full and active societal participation.
A Wales of cohesive communities	By developing age friendly communities we will encourage older people to engage with their surroundings thereby maintaining their health, independence and well-being. Increasing our understanding of how crime affects older people will also assist us in making our communities safer.
A Wales of vibrant culture and thriving Welsh language	By identifying opportunities for wider social participation, we will promote older people's well-being and engagement with their physical and social environments, including the arts, sports and recreation.
A globally responsible Wales	By developing local strategies for older people we can play our part in ensuring that Wales is recognised both nationally and internationally as an 'Age Friendly Nation'.

What the Well-being Assessment told us:

- People living in Neath Port Talbot are living longer and the average life expectancy for people living in the borough is now 77.0 years for men and 81.2 years for women;
- 75,000 older people in Wales report 'always or often' feeling lonely and we now know that there is a link between loneliness and poor mental and physical health; and
- The difference in life expectancy between males living in the least deprived and most deprived areas of Neath Port Talbot is 6.2 years and the gap in healthy life expectancy is even larger at 16.9 years; however, unlike Wales as a whole, these gaps have noticeably narrowed since the 2005-2009 period. The difference in life expectancy between males living in the least deprived and most deprived areas of Neath Port Talbot is 7.4 years, with a healthy life expectancy gap of 18.4 years. Unfortunately, for women the gap between those living in the most and least deprived areas appears to have increased over recent years.



If nothing changes:

- The ageing population has more of a chance of having health-related issues including dementia (expected to increase by 31% between 2011 and 2021) and immobility (which is projected to increase by 50%);
- Analysts suggest that cyber-crime (identity theft and knowledge and information crime) is likely to become more prevalent given the increasing reliance on the Internet;
- Hospital admissions from falls in those aged 65+ is predicted to increase from 700 in 2015 to around 1,100 in 2035;
- Over 17,000 people aged 65+ years have been predicted to be living alone in the NPT area by 2035, an increase of 35%;
- Cold homes increase the risk of cardiovascular, respiratory and rheumatoid diseases as well as hypothermia and poorer mental health. Older, retired people are particularly at risk; and

- The ageing population will bring employment opportunities, particularly in the health and social care sector however there will be a significant economic cost and effect on health and social service provision.

Why is this well-being objective important?

During the assessment, older people told us that the extent to which they feel they have control over day to day life is central to their cultural well-being including their ability to take part in activities they enjoy and are interested in. History, heritage and sense of place were also referred to by older people as contributing to cultural well-being as well as the use of local services and facilities such as libraries, swimming pools, theatre and classes which they made use of. Accessing these services promoted a sense of community involvement and personal development for older people. Volunteering was also highlighted by older people as contributing to cultural well-being as it provided chances for social contact. However, concerns were raised by older people on the cuts to libraries and leisure activities, with some under threat of closure.

Development of this Well-being Objective

At the Public Services Board meeting on 2nd August the following key priorities were identified:

1. Develop age-friendly and dementia supportive communities;
2. Reduce the number of falls;
3. Reduce the prevalence of loneliness and unwanted social isolation;
4. Provide positive learning, employment and volunteering opportunities;
5. Reduce poverty including fuel poverty and cold-related deaths; and
6. Increase awareness and reporting of crimes that target older people.

For each of these priority areas, a lead officer volunteered to take the responsibility for identifying key partners, co-ordinating the mapping of issues and assets in the community and making recommendations based on these findings. This investigatory work is necessary to determine what steps we will need to take to ensure people are 'Ageing Well' in Neath Port Talbot.

In addition to the development of the key priorities within the Ageing Well work stream, the Strategy Group has also sought views from a range of sources to ensure that the final plan is reflective of all stakeholders including the public, practitioners, policy makers and elected representatives. To that end the Ageing Well Strategy Group has considered views from the following:

- Consultation Responses to the Draft Well-Being Plan;
- Ageing Well Engagement Event held at Aberavon Beach Hotel on 26th January 2018;
- Neath Port Talbot County Borough Council Policy and Resources Scrutiny Committee (Special) held on 31st January 2018; and
- Neath Port Talbot County Borough Council Public Services Board Workshop held on 12th February 2018.

It was clear from each of the above that there is broad support for the inclusion of Ageing Well as a priority area for the Public Services Board in the future. In addition the following key themes were highlighted by a number of respondents:

- The need to view older people as an asset rather than a drain on resources;
- The importance of the role of public transport in supporting the key focus areas within the Ageing Well plan;
- Build on and further develop existing initiatives within communities;
- Develop inter-generational schemes to build community resilience and well-being; and
- Include local communities and practitioners in the development of initiatives.

The six key priorities

1. Develop age-friendly and dementia supportive communities

Promoting Dementia Friendly and Age Friendly Communities across Neath Port Talbot was deemed a priority within the Public Services Board's Ageing Well Programme for the following reasons:

- In 2015, there were estimated 7,359 people aged 50 and over with Dementia;
- By 2021, those with Dementia is projected to increase by 31%, even 44% in some rural areas;
- The Alzheimer's Society estimate that the 'Hidden Cost of Dementia in Wales' is £31,000 per person, per year., but this would be less if they are cared for in the community;
- There are almost 5,000 informal carers in Neath Port Talbot; and
- It is believed that there is good evidence that adopting four or more healthy behaviours can reduce the risk of dementia by 64%.

There is evidence of work being undertaken in Neath Port Talbot to support those who have Dementia and their Carers, there are also efforts to develop an Age Friendly Community, this work includes:

- The Alzheimer's Society, community groups and local businesses are promoting Dementia Friendliness and attending 'Dementia Friends' training in the community; and
- Many of the organisations represented on the Public Services Board are encouraging their staff to attend Dementia Friends training, raise awareness of the needs of those with Dementia and their Carers who use their services, and have applied for or are applying for Dementia Friendly accreditation with the Alzheimer's Society.

The Sub Group looking into what is needed to make Neath Port Talbot a more Dementia Friendly and Age Friendly Community, will:

- Find out exactly what supportive work has taken place in the community;
- Consider the feedback from the community in the recent Stakeholder Event on 26th January, and other engagement activity in Neath Port Talbot;
- Consider what the barriers and challenges are to encourage more support to take place;
- Seek opportunities and resources to develop more support;
- Aim to make the whole of Neath Port Talbot a Dementia Friendly Community;
- Encourage and try to make it easier for more people cared for in a home/community setting;

- Improve support for carers; and
- Raise awareness of the existence/understanding/and prevention of dementia.

It is hoped that better support and more supportive communities will reduce demand and cost on health and social care services.

2. Reduce the number of falls

Falls prevention is a key issue in the improvement of health and well-being amongst older people. Falls are a major cause of disability and death in older people in Wales, and result in significant human costs in terms of pain, loss of confidence and independence. It is estimated that between 230,000 and 460,000 people over the age of 60 fall in Wales each year. Between 11,500 and 45,900 of these suffer serious injury: fracture, head injury, or serious laceration. Development of the work of the Falls Prevention Network will help older people to maintain their health and well-being, live longer in their own homes and remain active in their communities.

There is also significant financial cost to health and social care services associated with dealing with the results of falls. Falls are estimated to cost the NHS in the UK more than £2.3billion per year. Evidence suggests that falls prevention can reduce the number of falls by between 15% and 30%, and that well organised services, based on national standards and evidence-based guidelines, can prevent falls and reduce death and disability from fractures. Research also shows that for elderly patients 10 days spent in hospital can result in the equivalent of 10 years of muscle ageing.

Falls prevention within the Neath Port Talbot area is currently being addressed through partnership working which includes ABMU Health Board; NPT County Borough Council; Third Sector organisations; Housing Associations; and the emergency services. It is clear that we need to do more to address these issues through the introduction of preventative strategies which are aimed at reducing falls, promoting independence among older people and reducing the demand for health and social care services.

3. Reduce the prevalence of loneliness and unwanted social isolation

Whilst the Well-being Assessment highlights an ageing population, there is no specific reference to the increase in social isolation and loneliness as a possible future trend. Between November 2015 and May 2016 information collected by Neath Port Talbot Council for Voluntary Service highlighted:

- 312 individuals (94% of those asked) feel there is a need for a project to support individuals to help reduce isolation;
- 72% feel there is a need for support to help individuals get out; and
- 60% were aware of at least one person that was lonely or isolated.

Other research highlights:

- Loneliness has an effect on mortality equating in size to smoking 15 cigarettes a day and is worse than well-known risk factors such as obesity and physical inactivity;
- Loneliness increases the likelihood of mortality by 26%; and
- Research by 'The Campaign to End Loneliness' has found that of lonely people 65 years and older, of all possible experiences, simply being together with someone is missed most of all (52%), closely followed by laughing with another person (51%) and 46% miss having a hug.

There is currently a broad range of third sector universal and targeted provision across Neath Port Talbot intended to reduce social isolation and loneliness, such as:

- Neath Port Talbot CVS Befriending Projects like Connecting our communities;
- Community transport providers;
- Alzheimer's Society ;
- Choirs; and
- Local Area Co-ordination.

Mid and West Wales Fire and Rescue Service piloted the 'Making Every Contact Count' approach with partners in the Glynneath area during October 2015. The aim of the pilot was to promote and share the advice and interventions of partners, with the aim of improving lifestyles and reducing health inequalities. Members of Glynneath On-Call Crew and the Community Safety Team in Neath Port Talbot were provided with additional awareness training provided by partner agencies to enable them to promote additional health and safety messages. The areas concentrated on during the pilot included floods and water safety, winter warmth including carbon monoxide awareness, smoking cessation and slips, trips and falls, crime prevention, scamming and arson reduction. Whilst there was not a focus on loneliness and isolation, this is an example of good practice with regards to organisations working together in communities. The model used during the pilot could be further developed to include work around loneliness and isolation.

Although there is a role for all partners in tackling social isolation and loneliness there are also a number of potential challenges to consider, such as: how we engage with those who are hard to reach, the need to secure sustainable funding to deliver support services for people experiencing social isolation and the importance of the impact service changes have on partners and the wider community.

- There is a need to recognise that the needs of people across the County Borough will not be the same, and that different initiatives will work in some areas and not in others. Given the diverse nature of communities in Neath Port Talbot, the assumption cannot be made that living in an urban area means that an individual is not isolated. By piloting projects in different communities we will be able to determine what works, where;
- Transport is a major issue, not just in accessing services, but also in accessing social opportunities and maintaining social networks;
- Older people should not simply be viewed as being beneficiaries of services; they have a valuable contribution to make to communities. There is an opportunity to explore intergenerational working; and
- Whilst this priority focuses on the loneliness and isolation of older people, loneliness and isolation is felt by other members of the community and there is a need to consider how this issue is addressed for all. Digital technology could be used as one of a number of methods of addressing social isolation.

Individuals will benefit from short term interventions but strengthening and developing community resilience will be a longer-term action for the group.

4. Provide positive learning, employment and volunteering opportunities

Initial research into how the Ageing Well project can make the Learning, Employment and Volunteering Opportunities, of residents of Neath Port Talbot a more positive experience has highlighted the following local and national needs:

- There is a need for learning and training for those who wish to continue in work, also for those who wish to return to the workplace, but maybe in a different role. We recently passed the stage where there were more people over the age of 60 in work than over the age of 16. The Department of Work and Pensions have recently recognised a crucial need to support those over the age of 50 to return to the workplace;
- There is also a need for better preparation for a change of lifestyle, when nearing retirement or facing redundancy in later life. Many of those who wish to contribute their skills in a volunteering capacity, need preparation and support;
- There is also an important and immeasurable contribution to be made to a person's life and the community by just taking part in learning for pleasure or to improve or maintain cognitive ability. Adult participation has greatly reduced over recent years, partly due to reduced funding to support adult education; and
- Most importantly in today's society is the need to upskill the older generation in technology.

Initial investigations into these topics have shown that:

- When courses are provided about returning to work, or business start-up preparation, the uptake is low within the older generation;
- Businesses, especially small and medium sized enterprises (SMEs) could do more to support those who are approaching retirement or are about to be made redundant in later life;
- We need to consider whether we are doing enough to use volunteering as a stepping stone to employment, as it tends to be targeted at the younger generation;

- Community Adult Learning is suffering due to costs, loss of subsidy and minimum student numbers; and
- There are very mixed abilities and interests in information technology amongst the older generation.

The Sub-Group set up to look at this topic will:

- Work with the Department of Work and Pensions to consider what the barriers are that prevent those aged 50+ from upskilling or re-entering the work place;
- Consider what support is available for older people approaching retirement or redundancy, and how this can be improved;
- Work with Neath Port Talbot Council for Voluntary Services to see what the issues are and how training, opportunities and personal development can be improved;
- Identify the benefits of community learning/activity/craft clubs and how access and participation can be improved;
- Work with the Digital Inclusion Group established by the Public Services Board to see how older people can be supported to upskill themselves;
- Consider the feedback from the Ageing Well workshop and other engagement activity; and
- Support the work of the other priority areas.

5. Reduce poverty including fuel poverty and cold-related deaths

“A fuel poor household is one which needs to spend more than 10% of its income on fuel to maintain a satisfactory heating regime. Households who spend more than 20% are considered to be in severe fuel poverty” (Welsh Government, 2016, p.8).

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National statistics show:

- Wales has the second lowest level of fuel poor households of the four nations (Welsh Government, 2016);
- In 2015-2016, as part of Welsh Government Warm Homes, the Nest scheme received £25.5 million and improved 6,162 homes (Gov.Wales, 2017);

- In the winter of 2016-2017, there were an estimated 34,300 excess winter deaths (EWDs) in England and Wales, which represents an excess winter mortality (EWM) index of 20.9% (ONS, 2017);
- Women and the elderly were most affected by excess winter mortality in the 2016-2017 winter period (ONS, 2017);and
- Over one-third of all excess winter deaths were caused by respiratory diseases in England and Wales in 2016 to 2017 (ONS, 2017).

Tai Tarian statistics show that:

- 232 people over the age of 55 have been assisted by their Financial Inclusion Team within this last financial year (2017-2018), including 22 repeat cases within the year;
- 7 people over the age of 55 have been issued with foodbank vouchers within the last financial year;
- There are currently 1,533 tenants over 55 claiming full housing benefit and 1,469 Tai Tarian tenants over 55 claiming part housing benefit, with a total of 3,002; and
- Tai Tarian currently has 4,589 tenants over the age of 55 and 3,808 (83%) of those are in arrears. The breakdown is as follows:

Level of arrears	Number of tenants
£0 - £250	2129
£250 - £500	1574
£500+	105

Welsh Government statistics from 2016 show that between 24.5% and 25.5% of all households in Neath Port Talbot are in fuel poverty. Unfortunately, this figure does not specify how many of these fuel poor households are made up of older people.

There are a number of initiatives in place to support those facing fuel poverty, such as: Tai Tarian's in-house Financial Inclusion Team who advise and assist tenants to maximise their income and assist tenants to apply for benefits and grants and the Local Authority Welfare Rights Unit who help people claim the benefits they are entitled to. However, there are also a number of barriers that inhibit progress, including:

- Access - A lot of information and applications for benefits and grants is online. Older people may have difficulty getting online to apply;
- Awareness - There may be a lack of awareness of the availability of such schemes; Pride - Historically, older people feel there is a stigma attached to claiming benefits or grants so are reluctant to claim. Our statistics show that only 7 foodbank vouchers have been distributed to our tenants over the age of 55 within the last financial year. This suggests that very few older people are willing to come forward to ask for help; and
- Support - There may be a lack of support available to identify and assist those who would be eligible and benefit from accessing grants / schemes to help.

By improving the way this work is co-ordinated locally we will be able to:

- Identify those in need of support to maximise income and reduce fuel poverty;
- Ensure straight forward access to organisations that support people to claim benefits and grants; and
- Promote and raise awareness of the available support across the county borough.

6. Increase awareness and reporting of crimes that target older people

Having reviewed crime in over 50s for 2016 in the Neath Port Talbot area, it was noted that almost 11% of crime reported was domestic related. This was in contrast when considering all crime categories where 22% of victims were over 50 indicating potential under reporting of domestic abuse. Work is needed to understand this and what we can do to encourage the reporting of such crime in order that victims can be supported, crime detected and prevention work be undertaken to avoid future victims. Three areas of crime highlighted where victims may be particularly vulnerable were Domestic Violence, Fraud and Care Home related crime. We will work with the newly established Violence against Women, Domestic Abuse and Sexual Violence Partnership to ensure older people who

are affected by these issues get early access to support. There is focus on fraud crime and there is currently a review of how to identify vulnerability in this area, as well as safeguarding processes in place to support victims in a care home setting. However, it is felt that more work could be done to encourage the reporting of such crime in the first instance. We will work through the Community Safety to get a better understanding of risk and threat to older people and what can be done to protect more people against these crimes;

In respect of care home related crime the aim is to ensure that offences are recorded quickly, so investigation and support can begin as soon as possible. By assessing the current internal agency processes and simplifying them we anticipate that crimes will be recorded quickly when brought to the attention of staff resulting in improved investigation and safeguarding of victims;

Victims who are already involved with support agencies are provided with reassurance to combat the many reasons they are unwilling to report crime such as feeling foolish or having lived with the issue for many years and break down these barriers. The building of inter-agency relationships, to be able to identify specialist support and potential training needs of other agencies in order that crimes can be identified and action taken. We also aim to continue to gather more information in order to be able to identify and address the vulnerability of victims of fraud utilising Operation Signature within South Wales Police.

The steps we will take

In developing effective strategies to address the issues highlighted within the Ageing Well work stream the Strategy Group will endeavour to incorporate the sustainable development principle and the five ways of working as enshrined in the Well Being of Future Generations Act. This will be achieved in the following ways:

- An emphasis on the prevention agenda in order to reduce the future reliance on front line services (Prevention);
- Consideration of the impact of intervention strategies on well-being goals, on other objectives and on the objectives of other public bodies (Integration); Working and communicating with partners and stakeholders more effectively to ensure better outcomes for our communities (Collaboration);
- Involving older people in developing our strategies (Involvement); and

- Ensuring that we consider both short term and long-term needs when developing our future strategies (Long term).

The Strategy Group will be responsible for the identifying appropriate and deliverable interventions which will serve to address some of the issues identified within the Well-being Assessment. These initiatives will be considered either through existing groups and networks or by setting up time-limited groups incorporating representatives of the communities we serve (partners) and practitioners who currently deliver services to older people within the Neath Port Talbot area.

In terms of a ‘vehicle’ to deliver our future plans there is a broad consensus that the adoption of a “Making Every Contact Count” methodology by partners will assist in ensuring a cohesive and effective approach for all agencies involved. This methodology will serve to ensure that staff from all stakeholder groups who engage with older people will utilise their daily interactions to make positive changes to their physical and mental well-being.

Ref	Steps	Lead Organisation/Partner
1	Evaluate local dementia supportive pilot project and consider the criteria for dementia friendly and age friendly accreditation	Neath Port Talbot County Borough Council
2	Health Board to consider existing work to prevent falls, how this can be developed and how partnerships can be strengthened	Abertawe Bro Morgannwg University Health Board
3	Consider and map current initiatives addressing loneliness and isolation and explore opportunities for improving effectiveness	Neath Port Talbot Council for Voluntary Services
4	Working with the Neath Port Talbot Learning Partnership and CVS we will	Department for Work and Pensions

Ref	Steps	Lead Organisation/Partner
	map existing provision and community assets and assess need.	
5	Assessing what support is currently available to maximise income. Map need to identify where it is with the support of the Welfare Reform Groups	Tai Tarian/Department for Work and Pensions
6	Liaise with the Community Safety Partnership to assess current levels of reported crime amongst older people and how future safety can be improved	South Wales Police

Short Term (1-2 years)

Within the short term the Board will aim to support existing Ageing Well initiatives and develop future collaborative interventions in order to ensure a cohesive and partner based approach. In order to achieve these aims the Ageing Well work stream will include the formation of a Practitioners' Group to provide challenge and scrutiny of the delivery plans. Whilst these plans will be developed over the coming months it is anticipated that the Ageing Well Strategy Group will recommend the development of a 'Making Every Contact Count (MECC)' methodology as the vehicle for delivering local interventions. The MECC aims to empower staff working in public and third sector organisations, to recognise the role they have in promoting healthy lifestyles, supporting behaviour change and reducing risk within our communities. Initially the delivery of these interventions will be based on a pilot scheme within a local area. This will allow the Ageing Well Group to evaluate outcomes and provide 'proof of concept' to inform and shape future delivery strategies.

Medium Term (3-5yrs)

Medium term objectives will include a full evaluation of the pilot scheme to identify areas of best practice and areas for future development prior to expanding the scheme throughout other communities within Neath Port Talbot. This will allow an opportunity for all partners and stakeholders to provide feedback the preventative strategies and

interventions with a view to further enhancement of these initiatives. It is envisaged that this feedback will include both quantitative and qualitative data which will serve to ensure a robust and triangulated approach to the evaluation process.

Long Term (5 years+)

The vision for the long term is to deliver genuine cultural change within the communities of Neath Port Talbot. Implicit within this is the aim of developing social and cultural capital to ensure that Neath Port Talbot is recognised as an area that supports its ageing population to maximise opportunities and potential. This will enable us to challenge social norms, support behaviour change and embrace the values enshrined within the Well-Being of Future Generations Act.

Measuring Progress:

County Borough level indicators that the Public Services Board will seek to impact
Percentage of people living in households in income poverty relative to the UK median for those of pension age (National Indicator 18)
Percentage of people in education, employment or training (National Indicator 22)
Percentage of people satisfied with their ability to get to/access the facilities and services they need (National Indicator 24)
Percentage of people feeling safe at home, walking in the local area and when travelling (National Indicator 25)
Percentage of people who volunteer (National Indicator 28)
Percentage of people who are lonely (National Indicator 30)

Links with the other objectives

- Supporting children in their early years, especially children at risk of adverse childhood experiences - it is recognised that the development of positive behaviours at an early age can have a significant impact on improving the quality of life for future generations. This includes developing healthy eating initiatives and physical exercise which have been shown to reduce the prevalence of long term health problems such as heart

disease, stroke and high blood pressure. Similarly feedback elicited via the consultation process highlighted that social isolation and loneliness is not solely an issue within the ageing population. This is supported by research that suggests that the increase in social media usage by younger people can exacerbate feelings of social isolation. A number of consultees also highlighted the benefits of generating opportunities for greater intergenerational interaction. This may be achieved by exploring opportunities for older people to engage with young people through schools or extra-curricular activities within communities;

- Creating safe, confident and resilient communities focusing on vulnerable people - it is recognised that any initiatives that result in creating safe, confident and resilient communities will naturally impact in a positive way on the ageing population within the Neath Port Talbot area;
- Promotion of well-being through work and in the workplace - the consultation responses also highlighted the need to prepare individuals for future retirement, not only from a financial perspective, but to ensure that individuals are emotionally and psychologically prepared for the significant life change that often accompanies retirement. Research also shows that working later in life can have a positive effect on mental health by providing daily routine and structure plus greater social interaction;
- Valuing our green infrastructure and the contribution it makes to our well-being - the development on the green infrastructure within our communities has an important role to play in improving the mental and physical health of everyone who lives and works within the Neath and Port Talbot area; and
- Tackling digital exclusion – older people are disproportionately less likely to be regular Internet-users. The reasons for this include lack of skill; lack of financial resources and lack of trust. By addressing digital exclusion of older people, opportunities will be created to combat social isolation and loneliness; to reduce the cost of day to day living whilst improving choice; to enable people to retain a greater degree of independence for longer by shopping on-line etc; to sustain and improve cognitive skills through opening up access to a whole range of learning and stimulating opportunities; and to ensure older people are equipped with the knowledge, confidence and skills to keep themselves safe on line.



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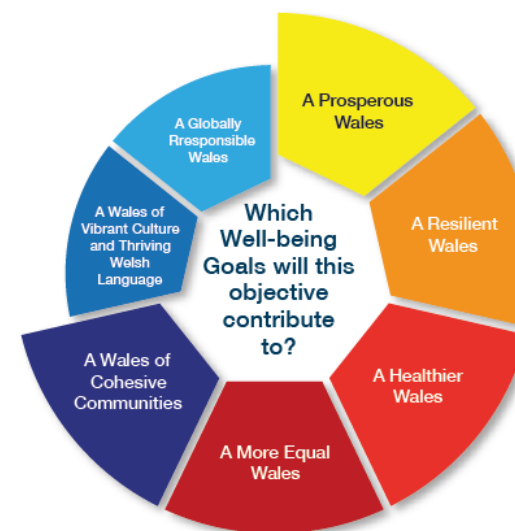
Objective 4: Promote well-being through work and in the workplace

The Seven National Well-being Goals	The contribution this Objective will make to each goal
A prosperous Wales	Having a healthy, well and skilled workforce means that we are able to capitalise on the opportunities that arise through innovation, new types of work/employment, new business models and industries and attract employers to the local area. In addition, a healthy workforce increases productivity through improved engagement and decreases absenteeism which contributes to local prosperity and sustainability of the jobs market.
A resilient Wales	This work will help to build resiliency in individuals, through ensuring we take a holistic approach to how we look after our own staff, in organisations/businesses through improved engagement, productivity and reduced sickness absence as well as in communities through having sustainable and good local work and jobs which enable people to remain connected with the place and people.
A healthier Wales	Improving working practices within and across the public, private and third sectors will lead to a demonstrable improvement in the health and well-being of the local working population with added benefits to their families and communities. Having meaning and purpose in life is an important contributor to our health and well-being. Work, as well as other activities such as volunteering, contributes significantly to this.
A more equal Wales	Ensuring people are supported and enabled to access employment opportunities that offer good work locally is fundamental to reducing inequalities. This includes addressing issues and barriers that currently exist across the life-course for those who want to work.
A Wales of cohesive communities	Cohesive communities are those that are well-connected, vibrant and attractive. Work or any activity that gives people meaning and purpose in life is fundamental to positive well-being and connects people to their colleagues,

	communities and place.
A Wales of vibrant culture and thriving Welsh language	This objective offers the opportunity to further develop a diverse and thriving jobs market including those in the arts, recreation & green spaces which contributes to a sense of pride and connectedness for local communities. This is important for their personal identify and in turn helps to protect the culture, heritage and the Welsh language.
A globally responsible Wales	The nature of employment, business and work is inextricably linked to the global economy and trends. This objective will look at how, within a global context, we capitalise on employment opportunities, whilst recognising the changing nature of work and types of industries that will be available/needed in the future from an economic and environmental perspective.

What the Well-being Assessment told us:

- Sickness absence rates, stress and staff well-being have been identified as a common challenge across public services in Neath Port Talbot (NPT);
- 20% of households in NPT are workless and 12% of working age population are in receipt of Employment and Support Allowance (ESA) or incapacity benefit due to ill health;
- NPT has:
 - One of the highest rates of adults with no qualifications in Wales (14%)
 - The highest rate of school leavers not in education, training or employment (3.6%) in Wales,
 - The largest gap in employment between those with and without a long term health condition in Wales (23.5%);
- The Well-being Assessment highlighted a disparity in average weekly pay in 2016 between those who live in Neath Port Talbot (£480) and those who come to the Borough to work (£529); and
- There is a significant gender pay gap here and in Wales. Local women residents who are full-time workers earn on average over £100 less per week than men (£426 for women compared to £546 for men).



If nothing changes:

- The number of people of working age (16-64 years) in NPT are expected to decrease by 5.7% by 2030 whilst at the same time the population aged over 65 years is expected to increase by 24.8% by 2030;
- As our population of older people increases there may be more opportunities for people in retirement to take part in activities that they enjoy, contribute to the local economy as consumers and participate in community life, for example, as volunteers; and
- Pensioner and in-work poverty is likely to increase.

Why is this well-being objective important?

Work and the workplace are key factors affecting the well-being of people and communities. There is strong evidence that being in work is good for well-being and can reverse the damaging effects of long-term unemployment and long term sickness absence^{1 2}.

The ways in which work affects well-being include³:

- Money and other resources needed for material and economic well-being;
- A sense of identity and purpose;
- Social contacts and support, a sense of belonging;
- A way of structuring and occupying our time;
- Physical and mental activity;
- An opportunity to learn, develop and use skills; and
- Social status and personal achievement.

¹ Black C **Working for a Healthier Tomorrow**, London TSO 2008

² Waddell G Burton A K **Is work good for your health and well-being?** TSO 2006

³ Ibid Waddell and Burton

However, we also know that some aspects of working life, such as stress, conflict, injury and insecurity can have damaging effects on the well-being of people in employment. Musculoskeletal problems and stress are leading cause of sickness absence in the UK⁴ and the total loss of economic output due to depression and chronic anxiety alone is some £12 billion a year – one per cent of our total national income (UK)⁵.

Trends in the UK economy mean that there are growing concerns around workplace practices which do not guarantee regular income and working hours, which threaten job security and employee well-being. In addition, technological advances are forecast to significantly change the world of work in the future⁶. As a result, there is an increasing focus on how we ensure that the employment opportunities on offer are “good work” opportunities and provide the well-being benefits of being in work such as good terms and conditions, autonomy, training and development, wages that keep pace with inflation and job security.

Work and the workplace environment can have a positive or negative impact on workers’ health. Keeping people healthy during their working lives will significantly reduce the burden of ill health in our population in later life. The Public Services Board partners employ a considerable number of people that live in Neath Port Talbot and the increasing age of the working age population will be reflected in the health and disabilities of public service staff that we, as employers, will have to address.

Encouraging and supporting staff to adopt healthy lifestyles as individuals will impact positively on the health of the individual as well as their families and their wider social network. Creating the workplace environments (both social and physical) that enable healthy behaviour will be crucial to enable this.

The interconnectedness of social and economic well-being was reflected in the key findings from the Well-being Assessment where engagement with local people found that the things people felt would improve economic well-being most in Neath Port Talbot were employment, income, education and skills, tourism and infrastructure and technology and this had strong links with the elements that people felt contributed to social well-being, particularly

⁴ CIPD [Annual absence management survey](#) 2016

⁵ Centre for Economic Performance’s Mental Health Policy Group, **The Depression Report**, London School of Economics 2006

⁶ The Work Foundation **Commission on Good Work** 2016

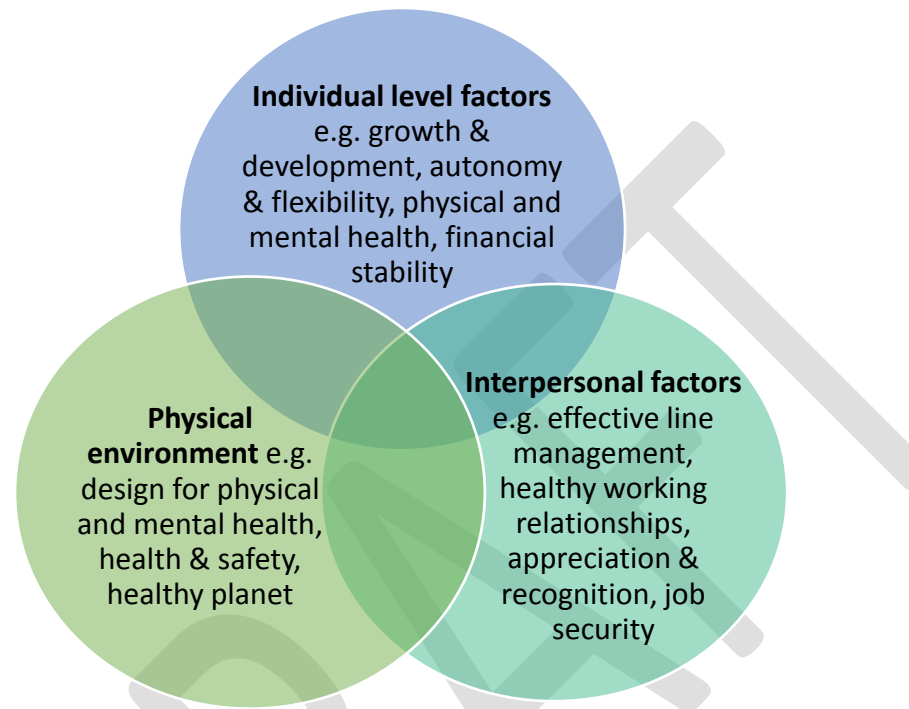
affordability of activities, being healthy and having a good work life balance that enabled people to spend time with family and friends.

With half of the world's population in employment and many people working longer than ever before, the workplace is an area where employers can help millions of people to improve their health, from creating a safe working environment to reducing the risk of injury and illness, to taking a holistic approach to well-being, and empowering them to adopt healthier lifestyles.

Locally, we have recognised that this needs to start with our own people. It is about improving their well-being whilst they are at work; helping them to live longer, healthier and happier lives – whether that is through information or empowerment in the decisions they make about their health.

Well-being is about more than just diet and exercise; it is about everything we need to be at our best, mentally and physically – from rewarding relationships to financial stability and recognition and autonomy at work.

The figure below provides a visual representation of the different interconnected elements, identified in the evidence base, that contribute to someone's well-being at work. It recognises that well-being at work is complex, going beyond the more traditional physical health elements to encompassing mental well-being; the need for support and personal growth; and the contribution of relationships with others and our physical environment.



Development of this Well-being Objective

Four key activities were undertaken as part of the focused engagement activity on this work-stream:

1. A workshop with representatives from the Public Services Board agencies and other partners including, with the aim of engaging key stakeholders in the development of an action plan to promote well-being through work and the workplace, including the outputs and outcomes to be achieved.

The workshop was attended by representatives from the Public Services Board agencies and other partners including:

- Neath Port Talbot County Borough Council
- NPTC Group of Colleges
- DWP Job Centre
- Neath Port Talbot CVS
- ABM University Health Board
- Bridgend Public Services Board
- Healthy Working Wales programme (Public Health Wales)
- Tai Tarian Housing Association
- South Wales Police
- Health & Sustainability Hub (Public Health Wales)

The workshop focused on three activities:

- Assessing the current and future context:** A presentation on key insights from the local well-being assessment in relation to work and well-being, key evidence on work and health, future population and economic trends, key challenges.
- Agreeing priorities:** Using outcome and driver cards, the participants worked together in three groups to agree priority outcomes for the local population on this theme, and map out the key drivers and relationships between a range of factors that influence well-being and work. Although each diagram looks different, there was a strong agreement on the key high level priority outcomes being:
 - Efficient and effective public services – to be achieved via a sustainable, healthy workforce
 - People and communities with a sense of purpose – via purposeful activity and good work in the local economy

Levers and opportunities to influence the above outcomes were also identified and these can be fed into further engagement and action plan development in next steps below.
- Situation analysis of local partnership working:** Using the [Sustainable Futures Development Architecture](#) each participant used a dot to rate their assessment of local partnership along a continuum of the key ways of working for the Well-being of Future Generations Act. A consultation with a wide range of stakeholders based on an engagement brief (available on request) created around the output and

discussions from the workshop. This was circulated through Public Services Board members and partners to cascade through their networks for comments and feedback over a 6-8 week period.

2. A series of interviews, face-to-face or telephone interviews were conducted with key stakeholders to ensure wide representation and capture of views to inform the final proposal/action plan.
3. A workshop hosted by NPT CVS and attended by a number of third sector representatives. The activities in the workshop focussed on drawing out the following points:
 - The relevance of this objective and outcomes to the third sector;
 - Opportunities for the third sector to engage and contribute;
 - Their perspective on well-being at work in the sector; and
 - Establishing how and if they wanted to remain informed and engaged with the agenda going forward.

Those attending were formed into three groups who were given an opportunity to respond/participate and feedback on work to date.

What did we hear and find out?

It was clear from the consultation activities that this was viewed as a priority area for local action and that although there is an imperative to work and have an income, there is more to well-being. Having a sense of purpose was important, as is our relationship to place and the people around us – whether this is through work or through our communities and/or voluntary effort. Indeed, it was commented that the pressures of work and expectations from employers often meant an eroding of other aspects that contributed to well-being such as work life balance; free time to pursue other interests; and community involvement/volunteering opportunities.

Organisations are part of community ecosystems and so the public sector has a lot to contribute as individual organisations as well as part of the Public Services Board. Supporting individuals to be healthy and resilient and having a sense of purpose, adds up to stronger connected resilient communities with a sense of place. Key

elements that were drawn out related to this overarching vision was action to create access to and opportunities for good work locally; having efficient and effective public services; and a sustainable, healthy workforce.

People are recognised as assets in any organisation and so every organisation should be taking some form of action to address, as a minimum, their own staff's health and well-being. Healthy and motivated staff are seen as essential for us to deliver effective and efficient public services that can change and adapt to the future needs of our communities. We also need to adapt to having an older workforce and enable people to stay healthy and in work for longer.

This led to agreement over 2 key outcomes, namely:

- Efficient and effective public services through a sustainable, healthy workforce
- People and communities with a sense of purpose and place, through access to and opportunity for good work locally and/or purposeful activity and connections via work or other voluntary effort/activity

1. Efficient and effective public services through a sustainable, healthy workforce

- Public services employ a significant proportion of the Neath Port Talbot population and many of their families live in the area. Hence improving the well-being of our staff will have a significant impact on the well-being of our population. It was strongly felt that if we couldn't be exemplars and **get 'our own house in order'** then we would not be in a position to influence others;
- Although there was agreement that everyone should be doing something, there **wasn't common agreement on how** to identify the issues that needed to be addressed, what action might be effective or appropriate nor what constituted best practice. There were however some examples of good practice locally, including Tai Tarian, Housing Association, who recently achieved a Platinum Award from the Healthy Working Wales programme, demonstrating excellence in many areas related to workplace health and well-being. Those involved were keen to share their experiences and learn from others to further improve;
- There was uniform recognition that the **definition of well-being through the lens of work needs to be holistic** and went beyond the traditional elements of physical health, stress management and health and safety measures (as described above). Indeed, the impact of factors outside of the individual's control on their

well-being, particularly organisational culture and leadership in terms of retaining staff, employee engagement and sickness absence;

- All those who were consulted agreed that although there are examples of good practice locally, there is inconsistency within and between organisations and that an important first step would be to do **more detailed mapping of existing good practice** – locally, nationally and beyond – in terms of workplace well-being and to use this as part of learning exchange. Additionally, it was recognised that different sectors and indeed job types, would need to adapt the learning to fit with their own context. However, what didn't exist currently is a forum for an exchange of ideas, problems, solutions or shared learning;
- Mental well-being and mental health are key issues in the workplace. It remains the leading cause for sickness absence and has a significant impact on the individual, teams, employer and business. Getting this right and understanding how to both **better support individuals with low level mental health issues** e.g. stress, anxiety as well as supporting employers in better managing those with mental health problems was identified through the consultation. One local example of action was from the ABMU Health Board who have been providing support to local employers/businesses to help them deal with such issues, of which many weren't aware;
- Identifying **how best to measure change/success** or know what areas needed work was raised. There were different examples presented with one organisation currently using a national tool to measure staff engagement levels as a more positive and meaningful measurement of well-being. This experience and expertise was offered in terms of shared learning and in the development of a suitable local measure that could be used for a range of purposes and across sectors was offered;
- As part of well-being, some mentioned that they offered **staff an opportunity to volunteer**, during work time. This was seen to bring in many benefits including increased motivation and engagement, through connecting people to different organisations, new learning/opportunities, social connections and connections to the locality; and
- It was recognised that the public sector has been and continues to see, increasing pressure on its staff which is leading to higher levels of staff absence due to stress and other health-related issues. Added to this is the changing demographic of the workforce including an ageing workforce often with more health related issues. It was felt that there was a need to look at how we can **improve existing practice around the use of the Fit**

Note as a way of helping people stay in or return to work sooner. It was felt that more joint working between employers, primary care and health would be beneficial.

The steps we will take

Ref	Steps	Lead Organisation/Partners	Timescale
1	Mapping of existing assets and good practice on well-being through work locally and further afield. Identify opportunities to enhance impact through integration, involvement and collaboration	Employers and businesses Employees Human Resources Occupational Health Primary & Community Care Third/voluntary sector	May 2018 – May 2019
2	Facilitate the sharing of good practice between employers and across sectors, at a Borough level.		
3	Wider engagement with employers and employees, particularly from the independent sector, with this work stream to get their views and as part of a co-production approach to a short, medium and longer term plan for joint collaboration/working.		
4	Develop good practice guidelines and/or framework for a well-being at work policy across Public Services Board members, with staff involvement that recognises the		

Ref	Steps	Lead Organisation/Partners	Timescale
	importance of a holistic approach to addressing well-being, including mental well-being		
5	Identify opportunities to collaborate based on the shared learning and skills/expertise across sectors in relation to both keeping people well and in work as well as supporting people to stay at / return to work.		
6	Drawing on existing capability, capacity and examples of good practice, develop a baseline measurement that can be used for monitoring progress and targeting action.		
7	Mapping of existing assets and good practice on well-being through work locally and further afield e.g. all Public Services Board members and partners to review and enhance engagement in Regional Skills Plan. Identify opportunities to enhance impact through integration, involvement and collaboration.	Employers & businesses Voluntary/third sector Procurement Regional partners e.g. Department for Work and Pensions, Valleys Task Force, Regional Learning Partnership	May 2018 – May 2019
8	Facilitate the sharing of good practice and raising awareness of existing services available with employers and across sectors, at a Borough level.		

Ref	Steps	Lead Organisation/Partners	Timescale
9	Wider engagement with employers and employees, particularly from the independent sector, with this work stream to get their views and as part of a co-production approach to a short, medium and longer term plan for joint collaboration/working.		
10	Develop a collaborative approach to local job creation and sustainable employment through Community Benefits frameworks to help improve the economic prospects of local people, businesses and communities.		
11	Joint review of procurement policies and processes to identify further opportunities for joint collaboration leading to improvements in well-being in work, training and skills and increased investment in good work in the local economy.		
12	Explore existing practice and need for a way of monitoring change at borough level and to identify future opportunities/needs.		

Measuring Progress:

County Borough level indicators that the Public Services Board will seek to impact
Percentage of adults who have fewer than two healthy lifestyle behaviours (not smoking, healthy weight, eat five fruit and vegetables a day, not drinking above guidelines and meet the physical activity guidelines) (National Indicator 3)
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 (National Indicator 16)
Gender pay difference (National Indicator 17)
Mean mental well-being score (National Indicator 29)

Links with the other objectives:

- Supporting children in their early years, especially children at risk of adverse childhood experiences – through supporting the development of literacy and other key skills, with a particular focus on those leaving education and drawing on/developing a range of options that can help increase employability e.g. work experience, apprenticeships, including with Public Services Board members.
- Creating safe, confident and resilient communities focussing on vulnerable people – having good work accessible locally, with a focus on those who are most disadvantaged and most at risk of unemployment, helping them get into and stay in good work as part of developing a thriving local sustainable economy.
- Encouraging ageing well – by preparing people in work as they approach retirement to consider how they plan to be independent and self-sufficient in the future as part of their long term health and well-being
- Valuing our green infrastructure and the contribution it makes to our well-being – through connecting our workforce to the natural assets locally including the blue and green natural environment, as part of a holistic approach to well-being through work which in turn could lead to the creation of business opportunities and further local employment.
- Tackling Digital Exclusion – a Parliamentary Review of developments in the digital economy concluded that in the future almost all jobs will require digital literacy as a minimum with a significant proportion of jobs requiring higher level digital skills. As well as ensuring the current and future workforce develop skills that

enable their organisations to be sustained and to remain competitive into the future, addressing the digital skills of our workforces will enable our workers to take the wider benefits presented by the Internet in their personal lives, whilst ensuring that people are equipped to safeguard themselves whilst on-line.

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Objective 5: We value our green infrastructure and the contribution it makes to our Well-being

The Seven National Well-being Goals	The contribution this Objective will make to each goal
A prosperous Wales	Green spaces are a vital component of a low carbon society, providing the natural resources on which we all depend for our quality of life. Green and Blue spaces can attract tourism and investment to the area.
A resilient Wales	Green infrastructure is critical in helping us and our surroundings adapt and respond to the future challenges we face, by increasing resilience of our ecosystems. Green infrastructure helps us feel more connected to the natural world and can encourage us to live more sustainable lifestyles.
A healthier Wales	Areas with more accessible green space are associated with better mental and physical health
A more equal Wales	Evidence shows that socioeconomic inequalities in health may be narrower in places with better access to green spaces, compared to those with poorer access.
A Wales of cohesive communities	Green spaces for socialising, interaction and events enhances community cohesion and social ties, especially in disadvantaged communities.
A Wales of vibrant culture and thriving Welsh language	Green spaces are an important component of connection to place and personal identity.
A globally responsible Wales	By looking after our environment and the range of natural resources, we also respect the global environment.

What the Well-being Assessment told us:

- A significant part of Neath Port Talbot is made up of woodland (approximately 30%);
- The high quality natural environment is also a significant attraction for visitors. In 2015, 2 million tourists visited the County Borough, drawn to natural assets like trail centres for mountain biking, Aberavon seafront, Margam Park and 'Waterfall Country'. These assets generated £110 million towards the local economy and increased local jobs by 8.4%. (STEAM report 2015);
- Just under half of the water bodies in the County Borough do not meet the required European quality standard. As well as legacy issues from past industrialisation, growing urbanisation is placing increasing pressure on the water environment;
- Biodiversity (plant and animal life) is under threat from a range of issues, but two of the greatest pressures are climate change and agriculture; and
- Air quality in Port Talbot has shown significant improvements in the last 10 years but further improvement is sought.



If nothing changes:

We know from our Well-being Assessment that although we have, in recent decades, seen significant improvements in the condition of our natural environment, there is still much to do. Failure to act upon this will have a number of consequences for our environmental, social, economic and cultural well-being, for example:

- Air quality will continue to be an issue, affecting our quality of life and health, particularly for vulnerable groups;
- Reduced accessible natural greenspace for recreation and exercise with the knock on for our physical and emotional well-being;
- The water quality of our rivers and beaches will deteriorate;

- Our communities will be less attractive;
- Tourism opportunities associated with the natural environment will not be fully realised and in the longer term will reduce;
- The County may be less attractive for business investment;
- People will be disconnected from their natural heritage and may be less inclined to be active in its upkeep;
- Reduced training and educational opportunities;
- We may be more reliant on costlier and less effective alternatives to natural solutions;
- Biodiversity will continue to decline;
- Climate change mitigation will be compromised as there is less Green Infrastructure to take up our carbon emissions; and
- We will be less resilient to the effects of climate change i.e. less predictable and more extreme weather events.

Why is this well-being objective important?

The European Commission defines green infrastructure, or GI as it is often abbreviated to, as:

“...the use of ecosystems, green spaces and water in strategic land use planning to deliver environmental and quality of life benefits.”

GI refers to the combined structure, position, connectivity and types of green (and blue, i.e. water) spaces, including parks, open spaces, playing fields, woodlands, wetlands, road verges, allotments and private gardens.

This living network not only defines and shapes the character of a place but delivers multiple benefits for our health and well-being. As such, maintaining healthy GI is integral to our achieving the other well-being objectives set out in this plan and can often be a cost-effective means of addressing the many challenges that we face.

For the purposes of this well-being plan, we will consider GI to include the County’s wider environment; its air, land, water and wildlife.

We have referred to this objective as being cross cutting. What we mean by this is that it underpins and supports the other well-being objectives. It does this in general terms, e.g. by encouraging healthier and active lifestyles – green spaces make an important contribution to improving the physical and mental well-being of individuals,

supporting personal and emotional resilience. The evidence is that those living closer to green space are more likely to use it and more frequently. At a population level, greater exposure to natural environments are associated with lower all-cause mortality, rates of type 2 diabetes, cardiovascular and respiratory disease. People visiting the outdoors report higher feelings of well-being, and lower feelings of stress and anxiety, than those doing the same exercise indoors. Self-esteem levels are significantly improved and feelings of anger, confusion, depression and tension all significantly improve after activity outdoors.

Development of this cross-cutting well-being objective

Responses to the public consultation on the draft Well-being Plan were positive and reaffirmed the previous feedback on the Well-being Assessment – the forests, parks, rivers, coast and natural spaces are highly valued by people and communities and they play an integral role in the well-being of people and communities. There is a desire for these assets to be protected, maintained and enhanced to so they can continue to provide natural benefits to those living and working in the area. Ecosystems also need to be resilient and of a high quality in their own right and not just to provide benefits to people.

More specifically, it was pointed out that our use of the term green infrastructure should not be restrictive and should encompass wider “ecosystems” and the natural environment more generally. It was also questioned how the plan will promote action to address the decline in biodiversity and improve ecosystem resilience. It was felt that the plan should include actions towards delivery of the Biodiversity and Resilience of Ecosystems duty. On a similar theme, we were reminded that it should link into the other plans and planning frameworks, especially the Local Development Plan.

There was a strong push for inclusion of people in determining and delivering action, e.g. through volunteering and social action and the need to build upon existing groups and networks – e.g. Local Nature Partnership and elected members.

It is clear there are plenty of opportunities for the natural resources of the county to be managed in new ways to deliver wider benefits, including recreation and physical and mental health. The GI cross cutting theme is deemed particularly important as it underpins the other well-being themes in Neath Port Talbot.

The feedback from the public engagement on the local Well-being Assessment shows that these green and blue spaces are highly-valued by individuals and communities. They provide us with direct benefits by offering space for relaxation, play, physical activity, learning and connection with nature. More than this, they provide a wealth of other benefits on which our existence and quality of life depends - from the regulation of climate to food production, energy provision, lowered flood risk and improved air quality.

Public engagement shows that GI is important to people:

- It provides cross-cutting benefits across all response analysis topic areas and all well-being goals;
- Neath Port Talbot's green spaces are a huge asset that few places have and much of the land is in public ownership. The potential to enhance well-being is considerable;
- Green spaces provide a cost-effective way to improve the physical and mental health of everyone in NPT;
- A network of GI is critical in helping us adapt and respond to the future challenges we face, helping us to become more resilient;
- GI is a vital component of good place design, enabling active travel, greater community cohesion and encouraging inward investment; and
- If austerity measures continue then publicly accessible green spaces are under threat without alternative sources of funding.

Current status:

Whilst the green infrastructure in Neath Port Talbot is a significant asset to the county, these natural resources face various pressures, e.g. from agricultural practices, industry, development and climate change, as well as anti-social behavioural issues such as dog-fouling, off-roading, wildfires, litter and fly-tipping. These assets are also often undervalued and their contribution to well-being, along with the potential to deliver greater benefits in future, goes

unrecognised. Without proper recognition, there is the risk that these assets will not be afforded the necessary protections or receive the required investment and/or be managed insensitively.

Key opportunities

There are numerous examples of existing or past projects/initiatives working with our natural resources to deliver well-being. However, these have tended to be either pilots or short-term funded. There is therefore enormous benefit from working in new ways and with greater collaborative effort to address common objectives, greater involvement of people and longer-term interventions focussed on prevention in both the provision and use of GI.

We need to adopt a different approach to this resource, one that looks at the whole picture and understands how a healthy and resilient environment supports economic and social prosperity. We also need to work at scale to join things together and develop collective solutions and to focus on behaviour change approaches to encourage communities to use green spaces.

Environmental and community resilience: There is opportunity to reconnect habitats, and improve connectivity for the resilience of both people and nature. Involving people and communities in their local green spaces is key – for example, NPT Council’s Working with Nature project, provides health and well-being benefits for its participants, whilst improving quality of local greenspace. Improving green space provision and connectivity will also enable us to better adapt and improve resilience to future climate change (e.g. flood risk, tree shading/cooling in urban areas), e.g. Water Sensitive Urban Design in Llanelli.

Regeneration with an environment focus: Neath Port Talbot has benefitted from extensive recent regeneration (e.g. Vibrant and Viable Places) and more is in the pipeline. There is a need to feature GI and sustainability considerations into such projects making the area an attractive place to live and work at the same time as optimising the benefits for both people and wildlife.

Afan Forest Partnership – Neath Port Talbot County Borough Council and Natural Resources Wales group has been formed to review the opportunities at Afan Forest Park as a visitor destination.

Using environment for physical and mental health: People are healthier and happier if they have contact with nature. There is untapped potential to link the green space resource to primary care, social care and community development – making connections and systemic links between and those who manage greenspace and/or outdoor activity providers, and those who work with people who would most benefit from getting outdoors. Use of green space is an important component of social prescribing, as happens elsewhere in Wales and the UK (for example, the Actif Woods Project, run by Coed Lleol). There is evidence that the return on spending on “parks services” is significant (primarily in terms of health benefits and corresponding savings to health services providers) and therefore opportunities exist for partnership working to inform parks management strategies to better target beneficiaries.

The steps we will take

To realise these opportunities, we will first have to undertake a number of investigatory steps: Set up a Green Infrastructure Working Group to include relevant parties who have a role in the provision and management of Green Spaces (e.g. NPT Countryside Team, the Economic Development/Regeneration Team, Planning Development Team, Estates) as well as representatives from users of these assets, e.g. the Local health Board, social prescribers, recreational interests). Key actions for the Group will be to:

Ref	Steps	Lead Organisation/Partner	Timescale
1	<p>GI Opportunity Mapping and Multi-scale Delivery</p> <p>To deliver a cross-border 3 Public Services Board area collaboration that pilots a range of local level approaches towards developing a GI evidence base to shape GI delivery. To create an evidence base that will support enhanced understanding across Public Services Board partner organisations and local communities about opportunities and</p>	NPT, Swansea and Bridgend Councils, Natural Resources Wales, Public Health Wales and ABMU	Project delivered during 2018 - 2019

Ref	Steps	Lead Organisation/Partner	Timescale
	<p>constraints relating to delivery options on the ground. To facilitate delivery of GI initiatives in priority areas and communities.</p> <p>This project will have focus on Port Talbot, and we will use this learning to expand out to other areas in Neath Port Talbot.</p>		
2	<p>Understand the extent and condition of existing assets, including for example:</p> <ol style="list-style-type: none"> a. Map the extent of current assets – building upon the work already completed for the Local Development Plan (LDP) and Supplementary Planning Guidance (SPG). b. Review against socio-economic factors (e.g. using the good for people toolkit) to identify potential areas for future attention and investment. 	Green Infrastructure Theme group	Q1 and Q2 2018-2019
3	<p>Review opportunities for developing the asset base:</p> <ol style="list-style-type: none"> a. Understand future development proposed by public and private sector in the county. b. Look for opportunities for better management of the public estate. c. Retrofitting of Sustainable urban Drainage Systems (SuDS), green corridors, active travel routes, 	Green Infrastructure Theme group	2018 - 2019

Ref	Steps	Lead Organisation/Partner	Timescale
	community gardens, tree planting to tackle air quality etc.		
3	<p>Promote multiple benefits from the use of our assets to achieve the Public Services Board well-being objectives, including for example:</p> <ol style="list-style-type: none"> Evaluation of past and current work in relation to use of Green Space to understand what is already going on/what has worked well etc. Develop a toolkit for community involvement (building on action 3) Identify barriers to use of Greenspace. 	Green Infrastructure Theme group	2018-2019

Measuring Progress:

County Borough level Indicators that the Public Services Board will seek to impact
Levels of Nitrogen Dioxide (NO ₂) pollution in the air (National Indicator 4)
Capacity (in MW) of renewable energy equipment installed (National Indicator 12)
Concentrations of carbon and organic matter in soil (National Indicator 13)
The ecological footprint of Neath Port Talbot (National Indicator 14)
Amount of waste generated that is not recycled, per person (National Indicator 15)
Number of properties (homes and businesses) at medium or high risk of flooding from rivers and the sea (National Indicator 32)
Percentage of dwellings with adequate energy performance (National Indicator 33)
Emissions of greenhouse gases within Neath Port Talbot (National Indicator 41)

Emissions of greenhouse gases attributed to the consumption of global goods and services (National Indicator 42)
Areas of healthy eco-systems (National Indicator 43)
Status of biological diversity in Wales (National Indicator 44)
Percentage of surface water bodies, and groundwater bodies, achieving good or high overall status (National Indicator 45)
The social return on investment of Welsh Partnerships within Wales and outside of the UK that are working towards the United Nations Sustainable Development Goals (National Indicator 46)

Links with the other objectives

- Supporting children in their early years, especially children at risk of adverse childhood experiences - exposure to greenspace during pregnancy has been linked to better maternal health and pregnancy outcomes, such as healthy birth weight. In early years, green spaces allow for natural and creative play, and enable children to learn to take risks and adopt healthy/active lifestyles that they continue into adulthood. Frequenting calming, natural outside spaces can go some way to mitigate the effects of adverse childhood experiences.
- Creating safe, confident and resilient communities, focussing on vulnerable people – GI is a vital component of good place design, allowing for active travel, greater community cohesion and reduced anti-social behaviour; the evidence suggests that there are lower levels of crime in residential areas with more green space. Conversely, poorly maintained green spaces can contribute to a greater feeling of vulnerability and fear of crime. Evidence also shows that socioeconomic inequalities in health may be narrower in places with better access to green spaces, compared to those with poorer access. GI can also contribute to more resilient communities - trees and green space can reduce harmful noise pollution/contribute to urban tranquillity, reduce the risks associated with heat stress, mitigate flood risks and increase connectivity and condition of ecosystems, improving resilience to changing conditions.
- Encouraging ageing well – accessible natural spaces provide the opportunity for getting people active in the outdoors and can help tackle social isolation. Greater community involvement in the use and management of these spaces can improve social cohesion and the opportunity for sharing of knowledge between generations as well as skills development.

- Promote well-being through the workplace_– Green Infrastructure can be used to create attractive and stimulating workplace environments; staff can be encouraged to engage in the development and maintenance of these areas as well as wider volunteering activities. Managing GI also provides opportunities for training, skills and learning development opportunities. It also provides new job opportunities for those sectors which depend upon the environment, e.g. tourism and recreation.
- Tackling Digital Exclusion – the Internet provides new opportunities to increase participation - for example through tools such as “map my walk/cycle ride”; or sharing images of places across the county borough. There are opportunities too to educate and inform more people about the benefits and the importance of protecting and developing our natural environment whilst carefully deploying technology to limit our carbon footprint.

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Objective 6: Tackling digital exclusion

The Seven National Well-being Goals	The contribution this Objective will make to each goal
A prosperous Wales	Evidence confirms that jobs in the future will require at least digital literacy and for many other jobs higher levels of digital competency. For the UK, Wales and Neath Port Talbot to remain a competitive in a global economy, it is imperative that we are better equipped to exploit and develop new industries, products and markets using digital technologies.
A resilient Wales	The Internet has opened up access to all of us to better and wider knowledge and educational opportunities. People who are on-line will be better placed to understand the rich opportunities across the county borough to participate in the natural environment to support their well-being and to understand how they can contribute to protecting and developing our environmental assets for many generations to come. The deployment of technologies in a well-informed way can also minimise our carbon footprint.
A healthier Wales	As well as accessing a wide range of health improvement resources that are available on-line, there are an increasing number of technological developments that can open up access to health and social care alongside assistive technologies that can aid in monitoring and meeting identified health and social care needs. Technology has the potential for people to take greater ownership of their own health and social care data and to participate more fully in care and treatment plans.
A more equal Wales	Digital exclusion compounds the disadvantaged faced by many people in our communities – in particular those who are not in employment; older people; people with poor mental and physical health; people who have disabilities;

	those on lower incomes. Tackling digital exclusion will contribute to reducing the gap in well-being of those who are most advantaged and those least advantaged
A Wales of cohesive communities	The Internet provides new opportunities to connect people within and between communities. It can help address social isolation and loneliness as well as enabling people to access educational resources that can help explain the benefits people from different backgrounds can bring to community life
A Wales of vibrant culture and thriving Welsh language	Technology can support the preservation of important facets of our Welsh culture and heritage, through the sharing of stories; images; literature, the arts more generally and our language.
A globally responsible Wales	The Internet has revolutionised the way we can connect across the world. Addressing digital exclusion will mean that everyone has the opportunity to take part in the global community.

What the Well-being Assessment told us

- By 2020 all Neath Port Talbot citizens will have access to superfast broadband and 50% of citizens and businesses will have access to ultrafast broadband;
- There is a projected growth in the volume and range of crimes that will be committed on-line and a corresponding need for people to be better equipped to stay safe on-line;
- Internet connections will move beyond traditional devices. Industry analysts estimate the number of connected devices or objects will rise from 14 billion to potentially as many as 100 billion by 2020;
- Customers and businesses are demanding a range of different capabilities (voice, video etc)
- The Swansea Bay City Deal is predicated on Internet-based opportunities to grow quality employment opportunities across the region; and

- About 1 in 5 people do not have access to the Internet and just over 40% of households were taking advantage of superfast broadband (2016-2017).

If nothing changes

- Without addressing digital capability, the competitiveness and productivity of Neath Port Talbot and the businesses and organisations that operate within the county borough will reduce and opportunities to exploit new products and industries will not be realised;
- Digital exclusion will increasingly become a significant factor that will obstruct other work to reduce inequalities between people and communities; and
- Opportunities to transform public service delivery will not be fully exploited.

Why is this well-being objective important?

- Evidence shows that digital literacy is a vital skill that enables people to fully participate in the modern world. Digital skills enable people to access learning and job opportunities; manage, make and save money; and improve physical and mental health;
- Investing in digital skills would enable public services to migrate high volume services to the Internet, reducing the cost of public services whilst stimulating innovation in public service delivery through improved citizen insight;
- The Department for Business Innovation and Skills has identified that, without action, there will be a shortage in suitable digital skills in the labour market and that the UK will slip further in the relative ranking with other major countries;
- Investment in digital skills will make a significant contribution to the economy with the “tech” sector representing an increasing share of the economy;
- Parents and teachers are not appropriately informed to support children with their decision making around career and skills development which impacts on the supply of suitably skilled entrants to the future labour market; and

- Over 70% of charities rate their board's digital skills as low or with room for improvement with the biggest gap found in fundraising activity. There is evidence that large charities are beginning to address this but this could mean that smaller charities will struggle to sustain themselves in an increasingly competitive market place.

Development of this well-being objective

Extensive research into the digital profile of Neath Port Talbot, trends over time, opportunities and challenges was undertaken as part of a Masters Degree. This work highlighted the critical importance of securing commitment to addressing digital inclusion as a cross-cutting priority for the Public Services Board;

- A Digital Inclusion Group was established by the Public Services Board with membership drawn from a wide range of public and voluntary sector agencies and this work was supported by the Digital Communities Wales Team, funded by Welsh Government;
- The barriers to Digital Inclusion were identified as comprising; availability of the technology; affordability of the technology; skills and confidence; trust.
- Detailed mapping of broadband availability has been undertaken and it has been confirmed that availability of the technology is unlikely to be a significant barrier to digital inclusion over time. The Wales Survey confirms that whilst more people are on-line as time progresses, there remains a significant core of people who are not on-line because of affordability, skills and confidence. There has been a reliance on voluntary effort to support people who are not on-line however, primary research conducted by the Digital Inclusion Group of local voluntary sector organisations found that many of the existing organisations need to replace their dated technology; are not paid to deliver training and support; do not have digital strategies for their own organisations creating a risk for future sustainability. Research conducted by the same group has also highlighted an exponential growth in Internet-based crime highlighting a critical need to ensure people know how to stay safe on line and in so doing, persuade those who do not trust the technology to participate in the digital age.

The steps we will take

We will build on the work we have done to date in our Digital Inclusion Group by taking the following steps:

Ref	Steps	Lead Organisation/Partner	Timescale
1	Complete the mapping of broadband, super broadband, ultra-broadband and mobile technology infrastructure across the county borough	NPT County Borough Council	September 2018
2	Agree priorities for action to address the findings of the third sector digital survey.	NPT Council for Voluntary Services	June 2018
3	Establish a development officer post to assist in responding to the priorities agreed from the third sector survey	NPT County Borough Council	June 2018
4	Launch a stay safe on line campaign across all Public Services Board partner organisations	South Wales Police	September 2018
5	Investigate the feasibility of undertaking research to establish the capability of the local SME sector	NPT County Borough Council	September 2018
6	Continue work to increase the skills of tenants	Registered Social Landlords	Throughout 2018-19
7	Commit to the digital inclusion charter and ensure that the needs of digitally excluded citizens are explicitly addressed in agency digital inclusion strategies	All partners of the Public Services Board	May 2019
8	Commit to developing digital skills strategy to upskill the workforces of Public Services Board partner organisations	All partners of the Public Services Board	May 2019

Measuring Progress

County Borough level indicators that the Public Services Board will seek to impact
Percentage of local charities reporting their on-line fundraising skills as good/high
Percentage of local charities reporting that they have digital strategies in place
Percentage of partner organisations with digital skills strategies in place
Percentage partner organisations who have committed to the digital inclusion charter
Percentage partner organisations who have explicit strategies to address the needs of digitally excluded citizens within their digital strategies
Percentage of people in the county borough who report that they regularly use the Internet

Links with the other objectives

- Supporting children in their early years, especially children at risk of adverse childhood experiences – Equipping people with digital skills will help more people into work; enable people to claim benefits that they are entitled to and also enable parents to support children and young people in their education;
- Creating safe, confident and resilient communities focussing on vulnerable people – tackling digital exclusion will reduce the gaps between those who have the most and those who have least as well as enabling people to forge new links within their own community and more broadly.
- Encouraging ageing well –older people are disproportionately more likely to be digitally excluded. However, the Internet can provide important cognitive stimulation; help alleviate social isolation and loneliness; enable people to stay more independent for longer through accessing services on-line as they become less mobile; better protect themselves on-line against the risk of fraud and other crimes.
- Valuing our green infrastructure and the contribution it makes to our well-being – digital skills would enable more people to share their experience of participating in the natural environment whilst also accessing new knowledge and learning about the threats and opportunities of the wonderful assets we have on our doorstep. Using technology also has the potential to assist in reducing our carbon footprint, protecting our environment for many generations to come; and

- Well-being through the workplace – there is significant evidence that most people will need to be at least digitally literate in order to be able to undertake job roles competently with a significant and growing number of jobs requiring higher level digital skills. Equipping the workforce with digital skills also enables our workforce to support our wider community to effectively interact in a digital age and to take advantage of the continuous new opportunities digital technologies are creating.

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What Happens Next

Delivery of the Plan

This Plan will be implemented through a set of programmes, overseen by the Public Services Board and supported by the development of a fit for purpose performance management framework. Scrutiny of the Board's work will be undertaken by the Council's designated Scrutiny Committee who will hold the Board to account for the delivery of the Plan and bringing about the changes we want to see which will improve the well-being of the people of Neath Port Talbot

Demonstrating Progress

As required by the Act, an annual report will be prepared and published no later than July 2019 demonstrating what the Public Services Board has achieved over the period May 2018-May 2019 whilst also providing more detail on the work the Board intends to take forward over the medium and long term and the measures that will be employed to evaluate progress.



Getting in Touch

The Public Services Board is committed to finding new and more effective ways of engaging local people in its work.

We would like to hear what you think of our Well-being Plan. If you would like to contribute to our work or have any suggestions on how to improve the well-being of people in Neath Port Talbot we would like to hear from you. Please get in touch via (tbc)

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04/10/2017 (via email)

Advice from the Future Generations Commissioner to Neath Port Talbot Public Services Board

Dear Neath Port Talbot Public Services Board and supporting officers,

Thank you for seeking my advice on how you might take steps to meet your draft well-being objectives. My team have found regular conversations with your supporting officers, attending workshops of the PSB and the opportunity of attending your Public Services Board (PSB) meeting very helpful in giving them an understanding of how you work together as a PSB; the method you have taken to well-being planning and your intentions to deliver the objectives and take steps in a different way. As they will have discussed with you, I was keen that my advice would be useful to you and the context within which you work, so I hope you have also found these regular touch-points helpful and that they have given you some guidance along the way.

Over the last fourteen weeks, you have been developing the following draft objectives and themes, which I am using as the basis for this advice:

- (Protect/safeguard) Children in their early years, especially children at risk of adverse childhood experiences.
- (Create) Safe, confident and resilient communities, (with a particular focus on vulnerable people).
- (Encourage) Ageing well.
- (Promote) Well-being through the workplace.
- With a cross-cutting priority of: Recognising and promoting the role of green infrastructure to support the economic, social and cultural well-being of the people of Neath Port Talbot.

As you know, in setting draft objectives and taking steps to meet them, PSBs must use the five ways of working to challenge business as usual and to maximise their contribution to each of the seven national well-being goals. My advice is in two parts – firstly, to help you consider how you might do this effectively. Secondly, based on your themes and draft objectives it provides prompts, resources and contacts to help you demonstrate through your well-being plan that you have used the five ways of working and seven well-being goals to shape your steps. The purpose of this advice is not to give you my

opinion on your well-being objectives. These are determined and owned by you, as a collective PSB.

I would encourage you to read this in conjunction with my response to your well-being assessment. I was keen that it was a 'feed-forward', rather than 'feedback', helping you to consider how to approach continuous assessment and well-being planning. As you know, I have recently published 'Well-being in Wales: Planning today for a better tomorrow', which highlights key findings and recommendations for all PSBs and public bodies on the key areas of change needed to make better decisions for future generations. Both of these resources are also intended as advice to you.

Adopting different ways of working to take steps to meet your draft objectives:

Setting objectives and steps is not business as usual. In the past, we have drawn out themes and priorities and written plans that show what we are doing anyway. Achieving the ambitions of this Act is about the 'what' and the 'how' i.e. what are you doing to contribute to our shared vision of the seven national well-being goals? The goals acknowledge that sustainable development connects the environment in which we live, the economy in which we work, the society in which we enjoy and the cultures in which we share, to people and their quality of life, so what are you going to do differently together? And, how you are applying the sustainable development principle to shape your actions for Neath Port Talbot?

To adapt your ways of working in this way requires a fundamentally different approach. Academi Wales' Sustainable Futures Architecture articulates succinctly how leadership behaviours need to change. You could use this framework to help explore your board's own behaviours and how you can change. As such, you need to give yourselves the time and space as a PSB to question whether current approaches to public service delivery are fit for the future and explore key pressures and tensions in delivery for each of your objectives. Practically, I am advising that PSBs take a dedicated meeting or create sessions for each of your draft objectives to be discussed.

I know you have been holding workshops to bring people together around developing steps to meet your draft objectives. Similar future sessions need to use the five ways of working as a method of challenging the approaches that have gone before and the seven well-being goals as a framework for looking at how you can have an impact in many different forms of well-being. These sessions, and those of the PSB, have to be focused on action. Meetings need to be more than a polite discussion if you are going to take a different approach, with partners being clear on the actions they have responsibility for, the approach

you will take together and the steps you will take to meet your objectives and maximise contribution to the seven national well-being goals. I would like to understand what each draft objective and step you are setting means for Neath Port Talbot and how this is a different way of working to what you have done before.

I would advise that you will need to demonstrate how your PSB has considered the following in relation to each of your objectives:

- **Long-term:** What do you understand about the long-term trends, opportunities, risks and likely scenarios for this issue? What are they and have you explored their impact on your steps? Are there current gaps in your data or understanding? What fore-sighting or future trends information do you need to understand this issue better? What capacity, confidence and expertise do you need to fill gaps in knowledge? To inform the action you take, you will need to adequately map and consider the future trends for each of your objectives. My office is working with others to build capacity in this area and, as your support team are aware, Welsh Government have been adding to the 'Future Trends' report resources, which you should make most use of by accessing through Objective Connect or by contacting David Thomas. [The Oxford Martin 'Now for the long-term'](#) report shows global and national future trends that we all need to react to in carrying out sustainable development.
- **Prevention:** In considering this issue, do you have an understanding of what you are trying to prevent? What are the root causes of the issue and when and where would be the best point to intervene? Are you clear on whether it is primary prevention i.e. seeking to prevent something before it has even occurred; secondary prevention i.e. preventing something from getting worse; or tertiary prevention i.e. softening the impact of something that has ongoing effects; that is needed? This is the difference between encouraging someone to wear a bicycle helmet (primary prevention of head-injury); putting someone in the recovery position if they have fallen from their bike (secondary prevention of the injury worsening) and counselling after the accident (tertiary prevention to help ongoing injuries from worsening).

Many PSBs haven't used their assessments to fully understand both the current situation and the scale and nature of the response required. I appreciate you might not know the full picture yet, but I want to see all PSBs exploring how they break cycles and dig deeper into data to see the implicit messages in the data to better understand the causes and effects of key issues and trends to inform your steps.

- **Collaboration:** I am also pleased to hear that you are considering the different relationships between national, regional and local structures and considering where the most effective interventions may need to happen in order to address the issues you have identified in your assessment of well-being. I acknowledge that this process is complicated but it is important that the people who sit around the PSB table can bring the best range of insights, constructive challenge, data and solutions to the PSB. Have you got the right people around the table, at the right level to make decisions around an issue? Who else might you need to be collaborating with to better understand this? As recommended in my report on the Well-being Assessments, now is a timely opportunity to review the invited membership of the PSB and consider who are the 'unusual' suspects that you may need to work with to take steps to meet your objectives?

In delivering the steps, how might your organisations collaborate? You will need to demonstrate how your PSB is considering the steps that need to be taken together and across organisational boundaries in order to effectively meet your objectives. This could include co-locating staff, breaking down traditional structures, arranging job-swaps and secondments and, importantly, pooling resources. I will want to see how you have considered these benefits and how the steps you will take move you towards achieving this collaboration.

- **Integration:** For each objective, how are you going to move away from just doing something that meets the objective, and instead, demonstrate that you are taking steps which maximise your contribution to each of the goals? I am pleased to hear that in your discussions you have started to consider the interconnections between your emerging objectives to help inform your decisions about the most effective steps and would urge you to continue to do this deliberately and explicitly. Instead of looking at this issue in a traditional and general sense, have you looked at the definition for each of the goals to widen your understanding of well-being for this issue and the opportunities which might exist for meeting these goals through each of your objectives? How well do you understand the contribution your organisation makes at the moment to this objective? And do you understand how different is the contribution you will need to make going forward for this objective?

How can you plot what's going on elsewhere in your organisations, the strategies and plans at a regional or a national level, to connect and lead with others on achieving this objective? As a PSB, have you yet acknowledged the barriers or tensions that have arisen and what steps can you (or others) take to remove them? Who else is needed around the PSB table to help you interconnect decision-making and improve well-being for this issue?

- **Involvement:** Your well-being assessment involved a wide range of people. I want to see a demonstrated focus now from PSBs of going beyond the usual consultation and ad-hoc engagement. At present, it's not clear how residents are involved in the development of your well-being objectives and steps. How are you seeking to understand the lived experiences of people in your area and how is this shaping your actions? How are you actively seeking better ways of involving people in decision-making? How can you collaborate with members of the community in meeting these steps? As with the Social Care Wales Board, what options are there for involving people with lived experience on Boards and partnership groups?

Your support officers have worked hard to help you achieve this level of progress in assessing well-being for the area, synthesising this evidence into high-level themes and drafting your emerging objectives and steps, but I must emphasise that it is your leadership that is required to adopt a new way of working. I know you have used the goals to help form your objectives, but they are also there to help you to explore the tensions and opportunities of working together to achieve a better public service for Wales.

As leaders, I am sure that you are part of many partnership structures, meetings and initiatives, but the PSB is meant to be the opportunity for integration and collaboration at a senior and influential level. To create ownership and collaborative action at PSB, you need to build understanding and respect for each other's professions and debate your motivations. I have made the recommendation in 'Well-being in Wales: Planning today for a better tomorrow' that we move away from seeing PSBs as a local authority-led committee meeting – as a place of action, not a place of interesting presentations. The PSB should be about a new way of working, not driven by any one organisation's culture. The Chair of the PSB, how and where meetings are held and how the PSB is supported can all shift mindsets and allow for healthier challenge to 'business as usual'.

This leadership and partnership working permeates at every level of your member organisations. Consistency in representation and how you take messages back from PSB to your own organisations is critical to building relationships and creating action. Communicating why the work of the PSB matters to your own senior management teams and using the well-being plan to challenge current practices within your own departments is crucial to creating the culture change you have highlighted in your discussions with my team. I have a role to recognise and mitigate barriers, but so do you – as senior leaders, in challenging your managers to work differently and be 'safe to fail'.

Alongside this, you will also need to demonstrate how each of your organisations are taking all reasonable steps in the exercising of their functions to meet the PSB's objectives. I appreciate that during the first phases of implementation of the Act this may be challenging as the objectives of individual public bodies have been set. So, whilst I am sympathetic to the needs of PSBs and public bodies to have time to work towards alignment I will want to see that the work of the PSB is not seen as something separate to the priorities of its member bodies. I am encouraged that you have acknowledged this and recognise that you need to understand existing partnership and organisational arrangements to make some changes. Other PSBs seeking to create organisational change through their objectives include Torfaen, who are looking at organisational development in the context of the Act, Pembrokeshire, Caerphilly and Cardiff - you may wish to engage directly with them to share ideas and learning.

It follows that co-ordinating this work needs to be recognised by all of you as members of the PSB. I am interested in how different PSBs are supported and it appears that when support is multi-agency, resourced and committed to by different partners, collaboration and integration across departments and structures becomes easier. As with other areas, you now have a regional officer to co-ordinate this work, which is positive but some PSBs are already adopting closer working arrangements, a multi-agency virtual team with a senior leader or more formal secondments and co-location. There are several resources that may be of use, such as [Designing Multi-Agency Partnerships; Leading Culture Change](#) and [Stepping up: a framework for public sector leadership on sustainability](#). This will require you, people in positions of leadership, to play your part and be brave in driving the changes needed.

This advice should be taken by all PSBs, but I appreciate every PSB has taken a different approach to drafting their well-being objectives and will be going about delivering their well-being plan in the context that is right for them. The second section my advice seeks to help you demonstrate through your well-being plan that you have used the five ways of working and seven well-being goals to shape your steps.

Advice on how you might take steps to meet your draft objectives:

From the regular conversations you have had with my team, I know your supporting officers have worked hard over the summer to draw on your assessment findings, prioritise issues through engaging with you and engaging with others to gather professional knowledge to draft your objectives and steps. This section of my advice is intended to give you ideas, information and contacts that might help to demonstrate how you have considered the steps you will take in the context of Neath Port Talbot.

I would encourage you to build on developing inter-connections between the themes and objectives in agreeing and delivering your steps to meet these objectives. It is important that you consider how your objectives both individually and as a collective set, maximise their contribution to all the well-being goals and not just make links to a smaller number of well-being goals where there is a clear and direct connection. For example, I can't currently see reference to improving economic well-being in Neath Port Talbot. How will Britain's exit from the EU impact on programmes of funding? What opportunities are there with the Swansea Bay City Deal to improve the social, cultural, environmental and economic well-being of the region? For each of your objectives, you will need to set them in the context of Neath Port Talbot, rather than general terms. By exploring connections to all the well-being goals, you will not only gain a more a holistic picture of the issue you are trying to resolve but you also can maximise the range of resources and opportunities you can draw on to help you find solutions.

- Children in their early years, especially children at risk of adverse childhood experiences.

You have rightly identified in your assessment that children who experience stressful and difficult childhoods are more likely to have poor well-being later in life. Most PSBs have drafted objectives linked to this topic and I would like to understand, in taking steps to meet their objective, what's going to change at all levels to make this happen? How will services aimed at prospective parents and families change in Neath Port Talbot to provide children with the best start in life? What local evidence will you use to understand the successful service models and the preventative interventions that work? How might focusing on adverse childhood experiences (ACEs) as a PSB play out in reality for your organisations and services? Who might you need to involve to understand this better? Who needs to be around the table to make it happen?

Have you considered the long-term trends of this objective? The complex socio-economic situations in many communities in Wales would suggest that families are not receiving the right support at the right time, and cycles are continuing to the next generation. The costs of the worst start in life are enormous, both to the individual's life and to public services. [Late intervention services for young people are estimated to cost England and Wales £17bn per year](#) (£6bn on child protection and safeguarding, £5.2bn on crime and anti-social behaviour, £3.7bn on youth economic inactivity, £680m on school absence and exclusion, £610m on child injuries and mental health problems, and £450m on youth substance misuse). Prevention is at the core of this objective and I would advise that your organisations recognise it is part of all of their responsibilities to prevent poor outcomes. Of course, this objective is about prevention and breaking the cycle, which not only relates to children yet to be born but those families already in

need and young people likely to become parents. I am also encouraging PSBs to think about what this draft objective means in the context of the seven well-being goals. The Public Health Wales' [First 1000 days](#) work shows how investing in a child's life from the very beginning can have benefits to all areas of their well-being.

I know you have started to progress a 'Children's Community' pilot in the ward area of Sandfields West. If this is to be one of your steps to meeting this draft objective, you must show your workings as part of your well-being plan. Currently, the draft actions you have set out to begin the pilot are business as usual, they do not fundamentally challenge the way that things are already done. Here, you need to use your influence and collaboration with one another to make change happen. As I have said above, this means taking action - not just talking about current provision.

Taking a place-based approach can be beneficial in focusing efforts and funding opportunities on a geographical place. It's important, therefore, that this is a wider focus than just children and ACEs, as you will inevitably impact these if you focus on understanding the area, its assets and its limitations as the people who live there do. This approach should be more about the integration of services and providing preventative support to families and young people. What evidence have you used to determine a pilot approach in this area? As I said in my feedback to your well-being assessment, a better explanation of the diversity of your communities is needed – particularly as you go about developing steps on a place-based method. How have the people of Sandfields West been involved in developing this approach? Do they see themselves as a distinct community or is it a false electoral boundary? How have, or will, the assets of the area been explored beyond what public services exist and more about the heart and soul of the community? The [Centre for Regeneration Excellence Wales' 'Deep Place' study in Tredegar](#) gives evidence on how an understanding of place can have multiple benefits on well-being and the Royal Town Planning Institute's report on ['Poverty, Place and Inequality'](#), includes several recommendations around why place-based approaches are key to tackling inequality between and within communities.

Steps to meet this objective have to be much wider than what early years, education or health services can do. Your well-being assessment highlights that child poverty affects almost a third of children in Neath Port Talbot. A [2013 review carried out by the London School of Economics for the Joseph Rowntree Foundation](#) found that children in lower-income families have worse cognitive, social-behavioural and health outcomes. Crucially, this study demonstrated that it was in part because they are poorer, not just because low income is correlated with other household and parental characteristics. How can the PSB collaborate with others to improve the economic well-being of families across the region? If

we know that by the time children in some areas reach reception class in school, the circumstances of where they live already affects well-being, then we need to be intervening at a much earlier stage in responding to these trends.

As such, it is time that we stopped seeing pregnancy and early years purely as a 'health' issue, and explore the opportunities that exist in challenging current service delivery with this objective as a focus and the seven national well-being goals as a guide. Children live within families, that live within communities and they access many services. As you have acknowledged, many factors exist outside the health of a family that impact on giving children the best start in life. The [New Economics Foundation 'Backing the Future' report](#) highlights how we have a role in addressing both material well-being and external circumstances – such as housing, poverty, and schooling – as well as psychosocial well-being and inner resources.

Poverty, abuse, discrimination and other forms of disadvantage can have long-lasting effects on children and young people's well-being and can severely impact their prospects of securing a prosperous, healthy, safe and socially active future. Childhood is a key window of opportunity and the positive interventions Wales puts in place now to protect and provide for children will help to secure a more prosperous, healthy and cohesive future for Wales. I have been working with the Children's Commissioner to advise that public bodies and PSBs should give a greater focus to children's rights and well-being in their ongoing assessment work and well-being planning. A focus on children's rights can help PSBs in consultation, decision-making and programme-planning. This would include developing a children's rights policy focus, enabling children to learn about their rights and empowering them to play an active role in their communities. To support this work, a toolkit is being tested and will be available before the end of the year. The Children's Commissioner's office would be happy to advise on engaging with children and young people and taking a child-rights approach to securing well-being for future generations.

The work on Adverse Childhood Experiences (ACEs) provides us with the evidence to show how children's long-term well-being is affected by events of situations in their childhood. Taking a preventative approach means shifting resources to deal with root causes. Although having workforces that are ACE-aware, able to spot warning signs and provide some support is important; this goes beyond that to making sure that services people access are integrated, to break the cycle. As a PSB focusing on early years, you need to review initiatives that focus on mental health, substance misuse, criminal justice, housing services and others to ensure they are preventative, joined up and actively seeking to better situations for families and for future parents.

As public services, we often treat the symptoms of ACEs, such as mental illness, substance misuse and domestic abuse, rather than the root causes. Taking a preventative approach means shifting resources to deal with root issues. You have an opportunity to take this wider approach in your pilot 'Children's Community'. Alyson Francis, Director of the ACE Support Hub, has recently worked with my office to write to you outlining that ACEs are not another thing to do, but an opportunity to reconsider how we deliver services together that make sense for the families receiving them. The ACE Support Hub could also act as a central place for PSBs to share practice, as most PSBs have identified draft objectives connected to early years, giving children a good start in life and preventing ACEs. My team listened to the feedback of your support officers and have worked with the Good Practice Exchange Wales to create a [webinar on understanding ACEs](#) on the 7th November, which may be helpful to you in considering your steps for this objective. Alyson Francis and I will both be on the panel and questions can be provided to us live.

Understanding the lived experiences of people who have been through trauma in their lives also gives a fresh perspective on shaping preventative services. Currently, our services are often not set up in a way that make sense for people to help themselves. We deal with people in neat 'service-user' categories, such as 'domestic abuse victim', 'anti-social behaviour perpetrator', 'substance misuser', 'problem tenant', which often create barriers for people to have equality of opportunity or outcome. This approach means we fail to join up the dots, to integrate and to spot signs of a worsening situation. We often can't see how our services are unequal in the way they are set up and, how people most in need can't access them in the way they need to.

The five ways of working are intended to challenge how we currently do things and provide a different lens as a whole public service for dealing with problems. Involving people is central to challenging the system because only by understanding the lived experiences of people can we design services that are fit for current and future generations. This example ['Why poor people don't plan long-term'](#) provides an insight into the barriers people face in overcoming inequality and the case studies [contained in this report by Locality](#) demonstrate the financial and social costs of not taking this holistic and preventative approach to people's lives. Seeing things from other people's perspectives, from all walks of life, will help you to contribute to a more equal Neath Port Talbot. I'd like to see you reflecting on this in developing steps to meet this objective and piloting your work in Sandfields West.

Most PSBs have identified draft objectives connected to early years, giving children a good start in life and preventing ACEs including Cwm Taf, Bridgend, Blaenau Gwent, Newport and Conwy / Denbighshire.

- Safe, confident and resilient communities, (with a particular focus on vulnerable people).

Your well-being assessment highlighted that people feel that there is a sense of community spirit in Neath Port Talbot and strongly associated their well-being with friends, family and a good community. As I said in my feedback to your well-being assessment, interpreting the spatial differences between different communities in Neath Port Talbot is important in understanding where public services can be of most use. I know you are also considering the impact of regional working – through the Valleys Taskforce; the Swansea and Cardiff City Regions; and regional footprints, such as the Regional Partnership Board. It is important to remember that you can influence each other and what goes on locally, as well as look outwards and influence what else is happening regionally and nationally. For example, in addressing this objective, how will you be tasking the Social Services and Well-being Regional Partnership Board in taking steps to meet it? As a collective, what conversations are you having with Swansea and Cardiff City Deal Partnerships to discuss the potential benefits for Neath Port Talbot?

Although this objective very much interconnects with your other three draft objectives, I feel it is most important that you dig deeper into the data here and understand what you are trying to affect. Vulnerability can mean many different things, and I know my team have already advised that you should be seeking to plan from an asset based approach as much as possible that seeks to reduce vulnerability through your draft objectives and steps.

As I said in my response to your assessment, how much have you looked at the strength of the community sector in supporting social well-being, the nature of social networks, the social fabric of towns and villages? How can the vibrancy of culture around the arts, language, social networks, cultural activities, local food and drink, agricultural shows, information networks and volunteering help to connect communities? In order to do this, you must involve people in taking steps to meet this objective. Listen to what people have told you about their communities and collaborate to find solutions using the seven well-being goals. I would advise each of your organisations to commit to the National Participation Standards and [Participation Cymru](#) can support your officers in gaining the skills vital for effective and meaningful involvement. [Co-production Network Wales](#) could help you to identify and engage community leaders.

As leaders of local agencies, you have a key role to play in promoting and supporting community cohesiveness, given your role in community leadership and support, and role in community capacity building through, for example, facilitating networking and coordination, and providing training for community groups and employees. The research documented in [‘What Works in Community](#)

[Cohesion](#) provides a useful reference for PSBs on the different dimensions of community cohesion. Ask yourselves if current provision is appropriate to manage increasing vulnerability? Are these issues currently managed adequately and in what areas might they need more collective or preventative action? What impact does perceptions of safety have on people's ability to access services or play an active role in their communities? How do levels of volunteering differ across the county? How involved are volunteers in the work of the PSB?

I would advise you to take immediate steps towards better integration of services, co-locating teams, pooling resources and working in a way that makes sense for your communities. Some people access many services and better integrating these provisions would help them to help themselves. The idea of 'community hubs' is becoming more widespread and examples such as the [Bromley by Bow Centre in East London](#); [Leeds Neighbourhood Networks](#) and [Solva Care](#) demonstrate innovative initiatives that focus on the needs of the community first and integrate services to improve well-being. The third sector also have useful knowledge on– linking people with local activities and services in their area and helping them to stay active and well. [WCVA produced wider information](#) on how the third sector play a role in contributing to the seven well-being goals.

Most people will only get involved in something that directly impacts them, their family or the place where they spend time and, often, this can lead to much bigger outcomes - shown by the work that ['Nurture Development' do around Asset Based Community Development](#). Have you also considered how you might connect with people in the future? What sort of changes might you need to make to your organisational systems and policies to enable people to get more involved in communities and shape local services? Currently, research shows that children aged between five and 16 years spend an average of six and a half hours a day in front of a screen; [28% of young people use social media](#) as their primary news source; [43% of 'millennials' are driven to make financial donations through social channels](#). Although some people are currently offline, and there is clearly a need for a tailored approach, there is a real opportunity to engage with people that is most convenient to them and is part of their daily life, not an additional chore. "[Monmouthshire Made Open](#)" is an example of an online platform that has anticipated how people might contribute to improving their area in the future, with opportunities to share ideas, ask the community, start a project and seek volunteers or resources. Matthew Gatehouse, working with Monmouthshire PSB, would be able to share their learning with you on establishing this website.

Vulnerability can mean several things; both picked up in your first and third draft objectives. For instance, your assessment shows how mental health has

connections to substance misuse, housing issues, children's outcomes in life and many other aspects of well-being. Approximately 50% of people with enduring mental health problems display symptoms by the time they are 14 years old, and many at a much younger age. If the symptoms are there at such an early age – what can be done to prevent the problems at later life? If we know that on average, the NHS spend over £21 million on the prescription of anti-depressants, how can we act earlier? Cardiff [have trialled mental health lessons for children](#) and a new report from Republica and Barnado's, '[Making young minds matter](#)', highlights early interventions (such as in-school counselling in Wales) that can have a positive impact on mental health. I would advise you to involve children and young people in understanding any issues with accessing the right care and support, designing different services and evaluating the effects of this approach.

A number of PSBs are drafting objectives to develop strong social networks, introduce behaviour change, develop community connectedness and safety including the Vale of Glamorgan; Newport; Powys; Cwm Taf; and Monmouthshire.

- Ageing well.

I know you have started to consider how you can collaborate better as organisations to meet increasing demand from an older population, set to continue into the future. I am encouraged to also see recognition that older people are an asset – contributing to the economy, providing unpaid care, skills and volunteering. The work of the [Older People's Commissioner](#) is particularly helpful in exploring the steps you could take to meet this objective and includes her recent guidance to PSBs. Now that you have draft objectives and are considering your response, I would advise that you dig deeper into the data and, as with your other objectives, task other partnerships working in this area to integrate their work with the PSB. Think differently about how you work together on all of your objectives. Currently, your response to this objective is also business as usual – I want to see PSBs in a 'safe to fail' space, getting out there and trying new things rather than talking about existing initiatives in Council committee rooms. I was impressed to hear that some of you had taken a strategic lead for objectives, even when they were not immediately in your expertise and that this was bringing a fresh perspective to the response analysis. I'd encourage that this continues and you remove artificial organisational and professional knowledge barriers to collaborate for innovative solutions.

As such, how are you considering your own roles in responding to the challenges of demographic change? I am keen to see PSBs looking at preventative and asset-based approaches to their draft objectives. Currently, social services and health are barely dealing with the current demand and, unfortunately, many are looking at traditional models of resourcing 'crisis' intervention to deal with this.

This is where the five ways of working should be challenging your thinking and I will be interested in seeing how you influence and task the Social Services and Well-being Regional Partnership Board in delivering your response to your objectives. [This report by the Young Foundation](#) provides inspiration on 'Innovating better ways of living late in life', challenging the traditional siloes we are working in. Creating flexible and age friendly communities and environments can prevent people from needing social care, from becoming isolated, from suffering ill-health or having an accident at home.

Research [by Ageing Well Wales](#) suggests that loneliness in older people is both about how connected people are to their communities physically and about feeling purposeful in society, affecting their mental and physical health. Although technology is not going to provide all of the answers to isolation, think about the long-term impact it could have on our population. The older people of tomorrow are the younger people of today, who have far more technological skills at their fingertips. In our sharing economy, could there be solutions around carpooling or community transport connected to social media? How can technology help older people to feel safe at home? Plus, there are already examples of drones delivering medical supplies, video calling instead of GP appointments and virtual classrooms happening now. The 'Hypervillage' concept developed by FutureScape imagines villages connected by their assets, [encouraging people in rural communities to capitalise on technology](#). How have you thought about the long-term possibilities of employing technological solutions for this issue?

You have a role in planning, housing and transportation of creating places that are adaptable and able to change for at least the next two generations. Wales has an opportunity to develop housing that better meets demographic change, adopting technology to allow people to live independently for longer. The [Welsh Government has launched a £20 million innovative housing fund](#). Over the next two years, the fund will support both the supply of affordable housing and the improvement of the quality of housing that is delivered. PSBs should be seeking to influence how this fund is utilised and understand the impact it has on Wales to inform their long-term steps on housing. Programmes like the [World Health Organisation's Age Friendly Cities](#) initiative have encouraged and recognised those cities that have made themselves more age-friendly adapting buildings, transport and planning rules, which enable older people to stay healthy and connected to things that matter to them for longer; [Laguna woods](#), the first city exclusively for older people in the US and the Marjala suburbs in Finland are examples of design suited to multiple abilities. As well as responsibilities around planning and designing infrastructure, there are numerous innovative global projects encouraging co-housing, supported housing and homeshares. [Students are living rent free in nursing homes](#) in exchange for socialising and providing basic care to the older residents; Australia and New Zealand have introduced 'HomeShare' schemes, and, as part of their national government's demography

strategy, [Germany](#) has introduced intergenerational housing for older people and young families in need. In Singapore, young people are given a \$50,000 grant if they move within 1km of their aged grandparents. These are all innovations that are proving to have an impact and, with the number of older people increasing at a fast pace, what is the consequence of doing nothing?

This demonstrates the intrinsic link between your community environment and your well-being. As the Ageing Well in Wales research states, isolation is as much about being physically alone as feeling a part of something. Some research suggests that [just 5% of those over 65 years old](#) have any form of structured contact with younger people. [Intergenerational projects are shown to have benefits](#) for young and old, with both older and younger people taking on the role of mentor. How can you collaborate to create more opportunities for people to come together? How can increased involvement improve the health of older people in your area? The recent report '[Health and Wellbeing in Rural Areas](#)' produced by Public Health England and the Local Government Association highlights issues of rurality in England, but also includes several useful case studies, such as the Fish Well Improvement project in Norfolk, that aims to improve health and well-being in these local areas. [Solva Community Council](#) in Pembrokeshire are an interesting example of how volunteers and older residents have benefited from a scheme to reduce isolation and improve well-being. In some parts of Wales, the third sector are acting as community connectors (funded through the Intermediate Care Fund) to help vulnerable people of all ages access things in their community and prevent the need for statutory services. There are many good examples of projects that seek to bring people together to learn new skills, socialise and build their resilience in later life, like [Men's Sheds Cymru](#), happening across Wales that the PSB could encourage and support.

Continuing to learn through life has been proven to have benefits for people's mental and physical well-being, as well as social well-being. There is a real opportunity here for you to consider how you maximise your contribution to the well-being goals. How can you encourage activities that promote art, culture, learning the Welsh language, caring for natural habitats, creating community food growing initiatives, for instance, that help with people's well-being? Looking to the long term, how can these activities prevent some of the preventable ill-health people are suffering that compromises their independence? Again, collaborating with the national public bodies subject to the Act could be of help here; please let my team know if you would like to connect with relevant individuals in these organisations.

Other PSBs with similar objectives include Conwy / Denbighshire, Monmouthshire, Cardiff, Ynys Mon and Gwynedd and Newport.

- [Well-being through the workplace.](#)

I have advised every PSB that the change begins with them and their own organisations; so I am encouraged to see that you are considering how you can have an impact on the well-being of your employees. As public services, you employ a significant chunk of the population of Neath Port Talbot and many of your workers will have families living in the area also. I advise that you start with the seven areas of change in the Act to think about what impact you can have: corporate planning, financial planning, workforce planning, procurement, assets, performance management and risk are the core organisational activities where applying the five ways of working would ensure the sustainable development principle frames how you work. I would also advise you to appreciate the influence you can have over other organisations too. In general, I would advise that as public service leaders, you consider what actions you can take or influence to meet this objective and maximise your contribution to each of the seven well-being goals. You will need to be clear about how you have reflected on the full definitions of each of the well-being goals.

There are many different ways of taking steps to meet this objective and examples across the world of innovative approaches. It not only makes financial sense (the conservative cost of work-related ill health in Wales is £500m per year) but improves well-being for the residents of Neath Port Talbot. The [Sunday Times compile an annual list of the 100 best companies](#) to work for; with the ability to filter by which ones are top for 'well-being' and countries like [Sweden](#) have been ahead of Britain in how they ensure their staff are well and working to their best abilities. Closer to home, the collaboration between Welsh Government, Public Health Wales and Cardiff University, '[Healthy Working Wales](#)', is full of resources and guides to helping you collaborate in creating a well workforce. Public Health Wales have established a national '[Health and Sustainability Hub](#)' to co-ordinate their own work around the Act and, through your PSB representative, you might find it useful to link with the national team for further evidence and knowledge.

Evidence suggests that enabling people to make healthy choices is linked to their economic status, their environment and how they connect with others. You have identified from your engagement activity that people view social activities as being important to well-being. Change often 'sticks' when people are involved in wider social and cultural activities together; for example, the [Nudged 'Behaviour Change is a Team Sport'](#) report found getting people together increased exercise patterns. Their work has included successfully working with young mums in the South Wales Valleys to get them involved in more physical activity. How does this relate to your other objectives and high-level themes? Can activities to address community resilience and isolation and loneliness help people to live healthier lives?

How can improving the natural environment also help manage their health? As I'm sure you've recognised there are opportunities for you to work with organisations such as the National Trust and Wildlife Trusts to develop a county-wide approach. The [Natural Resources Wales' 'Actif Woods'](#) project is an example of getting people outside, protecting their environment and enjoying the positive effects on health and well-being. How can you involve other 'unusual suspects' in exploring the steps to meet this objective? How can the third sector feel empowered to help? This [study, on social prescribing in Bristol](#), provides information on different models and gives some insight into the improvements in mental and general physical health. The recent BBC documentary, '[The doctor who gave up drugs](#)', showed several examples of how alternative approaches to prescribing pills can have a more holistic, long-lasting positive impact on someone's life – with people getting physically fitter and healthier mentally without the reliance on prescriptions.

Collaborating with 'unusual suspects' and involving people in how you take steps to meet this objective will enable you to maximize your contribution to the seven well-being goals. For example, what is the role of culture in enabling children and adults to live healthier lives? How might people take part in cultural activities to help build their confidence and capacity? [The Arts Council for Wales' strategy](#), outlines some of the benefits involvement in creative activity can have on the health, cohesion and skills of the population. The [Cultural Commissioning Programme, funded by Arts Council England](#) seeks to help commissioners of public services understand how they can improve outcomes by integrating arts and cultural activities into a range of services, including mental health and well-being, older people and place-based commissioning. Collaborating with the national public bodies subject to the Act, such as Sport Wales, Arts Council for Wales, National Museums of Wales and National Library of Wales, may be able to help you see how your steps to meet this objective could maximise contribution to each of the goals. Understanding how increasing the use of the Welsh language in your communities can also improve feelings of belonging, cohesion and reduce isolation. The Welsh Language Commissioner's team have been working with us on the best way to support PSBs contribute to '[Cymraeg 2050](#)'.

Other PSBs seeking to improve health, improve prevention include Blaenau Gwent; Ceredigion; Ynys Mon and Gwynedd.

- Recognising and promoting the role of green infrastructure to support the economic, social and cultural well-being of the people of Neath Port Talbot.

The green and blue infrastructure in Neath Port Talbot is highly valued and with rivers, green spaces, forests and parks, it is a great asset to you. I am pleased to

hear that your initial response template acknowledged the multiple benefits of having a good quality natural environment, the important economic role it has through the development of tourism and sustainable energy infrastructure, but also the positive impact it has on physical and mental health, as well as mitigating the effects of extreme weather and climate change. There are many opportunities to be realised in celebrating the natural environment of Neath Port Talbot, but also risks in the form of extreme weather, loss of habitat and biodiversity.

As my team have already advised, the change demanded by the Well-being of Future Generations Act starts with you and your own ways of working. As with all of your objectives, I would strongly advise you to consider how your own policies and workplaces contribute to delivering your plan. I am encouraged that you are considering well-being in the workplace, as large employers for the people of Neath Port Talbot. With higher education represented on your Board and Town and Community Councils, how can you involve students, members of the community and business owners in your well-being policies? How can this connect to green infrastructure and the natural environment?

I would advise you to think about your own roles in protecting this environment for future generations, which will need to be clear in the steps you will take to meet this objective. Think about the seven corporate functions outlined in the Act; for example, you have a large amount of public estate. How can you plan, design and locate future developments (as part of your Local Development Plan) in a way that contributes to a more globally responsible Wales and a resilient Wales? You should explore what tangible actions you can take, such as how you refurbish buildings, improve infrastructure and locate public spaces, which can have a positive impact on well-being. [The Closing the Circle](#) report on the circular economy and the Welsh Environment is a useful report by Constructing Excellence in Wales. It demonstrates a potential economic opportunity of an additional £1 billion per annum by 2035 through the practical application of circular economy principles and give practical examples in where the public sector can look to minimise waste and resources in future projects. This is an increase of 12.5 per cent in the turnover of the Welsh built environment sector and generates 7,300 jobs (gross). You can also take inspiration from some of the projects mentioned in the recent [Constructing Excellence Awards](#), such as the Active Classroom. Having a consideration of how 'green' these buildings are, both in terms of energy efficiency and sustainable construction, is a quick win for you as a PSB.

What can you do, as Chief Executive, Chair or Leader, now to mitigate the effects of our loss of environment and be more globally responsible? Air quality is of particular concern for your county, largely due to the steelworks and to traffic levels. It is pleasing to hear that levels have improved in recent years, but you

must think about the long-term impacts of this on future generations. Although the public sector only accounts for a relatively small amount of Wales' emissions, you are uniquely placed to influence emissions far more widely in areas such as transport, energy, land use and procurement. [The Welsh Government recently published](#) carbon emission levels subdivided by Local Authority and also released a [Call for Evidence](#) to explore the most effective mechanisms for achieving a carbon neutral public sector by 2030. I will be hosting an event on the 9th November, in partnership with Welsh Government and Natural Resources Wales to: explore how the public services in Wales can involve people in collaborating and integrating their work, to take greater account of the long-term carbon implications of their activities, and help prevent the effects of climate change becoming even worse.

The UK has pledged to have zero emissions by 2050 and every Welsh Government has pledged for more green jobs. But despite Wales being a place of great potential in providing natural energy, only 10% of Wales' electricity in 2013 was provided through renewable energy. Last year, the National Assembly for Wales Environment and Sustainability Committee produced '[A Smarter Energy Future for Wales](#)', with 19 recommendations for how Wales could transform its approach to energy. More recently, Smart Energy GB have produced a report on '[A Smart Energy Future for Rural Areas](#)', giving examples and case studies of rural areas across the UK who are making that transition. You may find this [seminar](#) from the National Assembly for Wales' Research Service and the Learned Society for Wales, provides insights from the leading energy experts in Wales and their thoughts on the future of renewable energy in Wales. [The Policy Forum for Wales](#) keynote seminar takes place on the 7th December this year, with a focus on priorities for energy policy, growing the sector in Wales and increasing investment in renewables.

This is an opportunity to maximise your contribution to the seven well-being goals and create interconnections between your objectives. The [Wildlife Trust in Wales report into green infrastructure](#) outlines how green infrastructure delivers a wide range of proven, tangible, and cost-effective economic, social and environmental benefits. The [Design Commission for Wales](#) also has case studies and resources on design that focuses on users, maximises energy efficiency and has been shown to significantly improve patient recovery in health. In each of these areas my office can connect you to these people and organisations who may be able to assist you as you develop your work.

Many of the people in Neath Port Talbot rely on their environment for income, food, water, and recreation. In the future, the effects of climate change are likely to cause droughts in the summer, meaning a shortage of water, declining biodiversity and a knock-on effect for agriculture. How are you considering the potential economic effect of a changing climate? If you are seeking to use your

natural resources for economic benefit, how have you considered the long-term impact of extreme weather events on these resources? How can you use scenarios to imagine what preventative action you could take to protect agriculture, water supplies and transportation in the event of extreme weather? [Zero Carbon Britain's recent 'Making it Happen'](#) report sets out what responsibilities we all have to future generations to acting on climate change now. I ask that you demonstrate consideration of the long-term impacts of extreme weather events that will pose particular risks for your area. I urge you to consider the impact of climate change on Blaenau Gwent, as an area with nine community areas at risk of flooding. Flooding affected homes and businesses last year in a number of counties and extreme flooding impacted Port Talbot, Neath and Baglan six years ago. Well-being assessments show how flooding affects people's health and well-being long after the event, with the most vulnerable in society adversely impacted. Expected annual damage [to residential properties is estimated to be £22 million](#), so, understanding how different weather events impact on different geographical and demographic communities is crucial to prevention.

Involving people in the running of their community can also have a positive effect on helping to make the local environment more resilient. [NESTA has a guide](#) to working with communities to tackle climate change, including the 'Big Green Challenge', where participants changed their lifestyles to reduce their carbon footprint. Projects such as ['Rainscape' through Dwr Cymru](#) suggest ways that we can all mitigate the effects of floods, and an extreme example includes the [Isle of Eigg in Scotland](#), where the community are having a positive impact on their environment by introducing renewable community energy schemes, building sustainable businesses and improving biodiversity. This clearly begins with helping people to gain the confidence and knowledge of accessing their local environment. Linked to your earlier objectives, getting people involved around a place and a common cause can be extremely powerful. The [Natural Resources Wales' 'Actif Woods'](#) project is an example of getting people outside, protecting their environment and enjoying the positive effects on health and well-being and, as above, 'social prescribing' is becoming more commonplace in treating health conditions. How can you involve other 'unusual suspects' in exploring the steps to meet this objective?

For instance, you have identified how urbanisation and industry is harming the natural habitats of the county. Collaborating with businesses in how you take steps to meet this objective will be important to protect and enhance the land and halt declining biodiversity. For each of these steps, use the definitions of the well-being goals to think about how you can do something different and achieve maximum impact, plus integrate across many of your draft steps. For example, how can you enable corporate volunteering opportunities that seek to enhance the resilience of the natural environment? What volunteering schemes could help

to create a more globally responsible Neath Port Talbot? How can people encourage equality through their volunteering and cohesion within some of your communities? [Business in the Community](#) has a range of practical ways for businesses to work together and take action to help tackle some of the key environmental and social issues facing society.

It is positive that the natural environment is being used for tourism also, with over 2 million visitors last year to the county. I am interested in how you can encourage sustainable tourism in Wales, perhaps by working more regionally to connect fantastic environmental assets, such as woodlands, parks, sites of special interest with active travel opportunities, public transport and, at the same time, benefit local business? This involves a place-based focus on planning and a wider focus on the environmental, social and cultural well-being of an area – rather than pure economic gain. Connected to the poor air quality in some parts of the county, how can you better listen to people's motivations for using their cars rather than other forms of transport? Some PSBs are introducing electric charging points and electric pool cars into their organisations to encourage this modal shift. Consider what practical action you can take now to benefit future generations.

There are many PSBs seeking to protect their environment and undertake further work to understand the risks for their communities, including Blaenau Gwent; Caerphilly; the Vale of Glamorgan; Powys; Carmarthenshire and Ceredigion.

I hope you have found this advice helpful in moving forward towards publishing a well-being plan for formal consultation. Please get in touch with my team if you want further contact details for any of the organisations and reports mentioned in this letter.

I am also learning the best ways to advise, support and monitor how public bodies are seeking to apply the five ways of working and maximise their contribution to the seven well-being goals, so I would welcome any feedback from you, supporting officers and the Neath Port Talbot PSB Scrutiny Committee on how I have chosen to approach this statutory duty and the advice I have given.

I look forward to receiving your draft well-being plan and please keep in touch with me and my team.

Yours sincerely,

Sophie Howe



Comisiynydd
**Cenedlaethau'r
Dyfodol**
Cymru

**Future
Generations**
Commissioner
for Wales

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Well-being Statement

Public Services Board partners understand that the Well-being of Future Generations (Wales) Act 2015 requires us to bring about a step change in the way we work together to improve the well-being of our communities.

Our work is at an early stage. We have published our first well-being assessment and from this and further engagement, we have settled on six well-being objectives which, taken together, have the potential to bring about sustainable and long term improvements to the well-being of the population as a whole but also to reduce the inequalities between people and communities.

We have sought to embrace the sustainable development principle throughout our work and we have regularly challenged ourselves using the five ways of working:

Long Term – by focusing on giving every child the best start in life, focusing in particular on those children most likely to have an adverse childhood experience, we believe we will start to break the cycle of deprivation and disadvantage. More young people will grow up and become confident and active citizens able to have equal opportunity and realise their potential and this will mean that they will individually enjoy better well-being and be well placed to bring up their own children in healthy environments. We do not however confine our long term aspirations to children and young people. By concentrating on our existing workforces we believe we have an excellent opportunity to equip people at crucial points in their lives with the knowledge, skills and motivation to adopt healthy behaviours which will stave off chronic conditions and extend healthy life expectancy. We also believe there are opportunities to support those older people in our communities to have much improved quality of life, reducing the risk of preventable injury and ill-health whilst also ensuring people are better connected within their communities. Working within communities to develop the potential of what people and places can contribute to stronger community cohesion is another dimension of our work which we believe will sustain communities well into the future, ensuring that our natural environment supports healthy living whilst providing the means for communities to adapt and exploit the potential of new technologies. The action we propose to take in the short term is to equip the Board with deeper insight into the way people experience community life

and evidence of approaches that can help bring about the sustainable changes we are seeking to make. Our strategies that will secure the long term changes we want to bring about will emerge as we immerse ourselves in deeper insight and learning.

Prevention and Early Intervention – there is a clear and strong theme across all well-being objectives to prevent problems in the first instance and to intervene early to stop things getting worse. Prevention is most clear in the objective to give every child the best start in life but also a feature in the way we propose to address every other well-being objective. Threats and opportunities presented through our Future Trends work identify further opportunities for preventative action across each well-being objective. In terms of early intervention, again each objective identifies opportunities to target interventions to those most at risk or disadvantaged.

Collaboration – the well-being assessment and the development of this Plan has been a truly collaborative effort by all of those involved in the Public Services Board of Neath Port Talbot. As we develop our understanding of the opportunities to make a difference across each of our well-being objectives, a wider range of stakeholders who can contribute to the work are being identified and the Board is committed to continuing to develop and extend partnership working. In developing its priorities the Board has also been actively interested in the way priorities are shaping up in PSBs across Wales. We have attended many of the events convened by the Welsh Government, Future Generations Commissioner, Public Health Wales and others and we have also closely collaborated with neighbouring authorities to make best use of specific grant made available to support the new statutory duties placed on boards.

Integration – each of the well-being objectives identifies how we hope to maximise the contribution of the Board's work to the national well-being goals. In consulting on the draft Plan there was broad support from all partner organisations for the proposed vision and objectives. Once the Plan is finalised, there will be further opportunity for individual organisations to consider how their own well-being objectives will align with, support and complement the Board's own well-being objectives.

Involvement – the Board sought to involve a broad cross-section of its stakeholders from an early stage: through the well-being assessment process; through the establishment of a consultation and engagement scheme; by adopting a more innovative way to publishing the well-being assessment; and by involving people in developing the detail of individual well-being objectives. Despite concerted efforts to secure wide engagement, we acknowledge that we have yet to find ways that truly involve citizens in all of their many roles in co-producing the interventions that will bring about sustainable change. Strengthening involvement will be a key feature of our development work as we move this Plan forward.

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Response to the Commissioner's Advice

Introduction

The Commissioner's advice was received at a point where the Plan was in a very early draft form. The advice was circulated to each of the lead officers charged with developing the Board's individual well-being objectives so that could take account of that advice throughout the planning process.

There have been a number of changes we have made to the Plan as a result of the Commissioner's advice and this is summarised below. However, we will return to the Commissioner's advice as we take our way forward so that we continue to challenge ourselves about the way in which we are responding to the new duties imposed by the Well-being of Future Generations (Wales) Act 2015.

Response to advice on overall approach

This final version of the Plan explicitly explains where we have got to in applying the sustainable development principle to the way we have set our objectives and developed the steps we intend to take to deliver on those objectives. This is summarised in the Well-being Statement that accompanies the Plan. The document explicitly references the future trends we are attempting to address. We produced a Future Trends report as part of our well-being assessment and we have returned to this when considering how we are factoring long term issues into our development work. We have also explicitly shown how we have thought about maximising our contribution to the seven well-being goals when setting each well-being objective.

We will further refine this information as the detail of the work we plan to do over the short, medium and long term becomes clearer.

Whilst the Public Services Board has met in committee style on a small number of occasions, we have spent more time exploring how we need to respond to our well-being assessment with front line staff, residents and other stakeholders in less formal settings. We have also met in a structured workshop style on two occasions to ensure that we have a different leadership space to debate how we can bring about a transformation in outcomes for people by adopting a different

way of thinking and a different way of working. We have registered an interest with Academi Wales to take up their offer of Board development and we will take an active interest in other organisational development activities that other Boards across Wales are embracing.

We hope that this final version of the Plan very clearly demonstrates a bias towards prevention and early intervention. There is more detail in this Plan about the root causes we have identified to date and this work to fully understand root causes and whether there is evidence of effective interventions to address root causes will feature prominently as we begin to implement the actions we have set out.

We have attended many events across Wales convened by Welsh Government, the Commissioner, Public Health Wales and others. We are also exploring how we might explore deeper collaboration with the City and County of Swansea on some elements of the work programme where we have similar ambition. We intend to use the Plan to challenge other existing partnerships to ensure they remain fit for purpose and maximise our opportunity to bring about the different we want to make and we will report on the outcome of this in 12 months time when we produce our first annual report. We have already identified an opportunity for a new strategic collaboration around workforce matters which will bring a different set of stakeholders in our wider partnership deliberations.

As well as using the Plan to challenge existing partnership arrangements, we will be encouraging all partners to assess the fit between their own well-being objectives (set out in the respective corporate plans) and the PSB's Well-being Plan. There are difficult timing issues between corporate planning and PSB planning cycles which it will take time to resolve. Furthermore, the planning and partnership landscape is an increasingly complex one - we intend to bring greater coherence and clarity to arrangements as we take this work forward.

We have made significant efforts to involve and engage people of all different backgrounds and age groups as we have worked through the well-being assessment and the development of this Plan. Despite that effort, responses have been limited. So, moving forwards, we will need to reflect on whether we repeat these activities or seek out different and more innovative ways to embrace what the sustainable development principle is expecting of us.

Response to advice on draft objectives

i) Children at risk of adverse childhood experiences

We have explained why we have selected the Sandfields West area and identified a model that has been successfully employed by Pembury as the intervention we want to experiment with in order to prevent children from having an adverse childhood experience. This version of the Plan makes clear that the focus is not just on children and young people, but also on families and the support that can be drawn upon from the wider community within which children facing disadvantage live. We are not yet clear about the specific work we will be asking different agencies to do differently, however, we are clear that co-location, workforce empowerment and addressing the way we work generally with communities are important under-pinning issues that will need to inform and support this work. We are examining the evidence produced by the Public Health Wales ACE's Hub and also exploring how we can benefit from the emerging evidence of how we need to intervene differently in the first 1,000 days of a child's life.

ii) Safe, confident and resilient communities

We have identified academic evidence that is informing the way in which we have further developed our thinking for this objective and also explored models that work elsewhere – Blaenymaes in Swansea and Wigan County Borough Council. We have undertaken deeper analysis to better understand the experience some people with very complex needs have of accessing help and support. All of this has reinforced the need for us to work differently in collaboration with each other but also to form a different relationship with people and community organisations. We intend to pilot an approach to asset-based community development in the Melin and Briton Ferry wards as a result of the further assessments that we have done. This will bring together the new philosophy adopted by the Western Bay Social Care and Health collaborative with our local work. We believe this will enable us to develop a more concrete understanding of the environment we will need to create and the type of leadership we will need to develop to strengthen communities so that more people can do more for themselves and each other. Key to this work is to spend more time listening and observing to what people in communities experience and

want for themselves and their communities and helping our front line staff to have the skills knowledge and confidence to be able to do what matters without the need to navigate unhelpful bureaucratic systems. We will use this work to also challenge the effectiveness of existing partnership arrangements and will refocus and reorient arrangements to ensure they support better integration and experience of service delivery from the perspective of those who need to use such services.

iii) Ageing Well

The final version of the Plan more clearly demonstrates how the other well-being objectives will help us improve outcomes for our older residents. In particular, there is an important opportunity to encourage the people we all employ to explicitly consider what they want for their old age and to take action now to maintain their health and to plan changes we move through the life course. Work piloted by the Fire and Rescue Service in Glynneath which as seen fire officers work outside of their normal roles to make targeted enquiries when working within communities to identify people at risk and to signpost people into community activities that support well-being have delivered good outcomes. We are committed to exploring how this “Make Every Contact Count” approach might help transform the culture across our organisations and to leverage more benefit from our collective efforts. Through the additional engagement carried out after the Commissioner’s advice was sought, we have obtained deeper insight into some of the challenges and opportunities that can be further explored in improving outcomes for older people. We also spoke with the Older Persons Commissioner to take on board her advice as we firm up our proposals for action.

iv) Well-being through the workplace

We were pleased to see that the Commissioner agrees that a focus on our role as employers offers us a significant opportunity to bring about change. Our early work has identified that there is no existing arrangement that brings people together across sectors and involving staff and their representatives to focus on how we can maximise well-being through work. We have already learned that there are different strengths in each partner organisation that we can all learn and benefit from and these are seen as quick wins to mobilise and energise a new

collaboration in this topic area. We have also aware of some of the current research evidence around employee engagement and are exploring whether a more formal link to the University of Swansea Trinity St David who provide the professional CIPD programme can be made to bring together policy and practice in new and innovative ways.

v) Green Infrastructure

We have decided to explore how we integrate the green infrastructure across the other well-being objectives in the first instance. This has proven challenging as it is forcing us to more fully understanding the principle of integration contained within the sustainable development principle. It can be seen from the final version of this Plan that we have started to make concrete links between this objective and the others but there is now more to be done to translate our intentions into clear outcomes. As we have developed our thinking in this area of work we have been able to identify issues which require a more strategic approach – for example the flood risk profile of the area and the extent to which this is limiting the development of other programmes that would be beneficial to well-being.

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