

BWRDD  
GWASANAETHAU  
CYHOEDDUS

**CWM TAF**

PUBLIC  
SERVICES  
BOARD



OUR CWM TAF

**CWM TAF**

**WELL-BEING PLAN**

**2018-2023**

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Cabinet & Public Relations @ RCTCBC

## Foreword:



The Well-being of Future Generations Act is a groundbreaking law that provides a unique opportunity for all public services to work differently together, involving communities in shaping our long term future and improving well-being for all. We have a great history of close partnership working in Cwm Taf and we now have this opportunity to build on that in new, exciting and sustainable ways.

We have heard from our communities that we have many assets. We greatly value our heritage, culture and beautiful landscapes. Our unique and close knit communities are supportive and nurturing environments where people want to volunteer their time, skills and experience to help others. We have also learned that we are living longer, which is a great achievement.

We know that we have challenges to overcome with many of our communities being amongst the poorest in Wales, with ill health, lower paid jobs and skill shortages. Transport links are difficult and expensive for some. As leaders of public services in Cwm Taf we also recognise that loneliness and isolation are key issues for many of our residents of all ages.

These assets and challenges, together with our communities have shaped this Well-being Plan. It is ambitious and will require our public services to work in new and different ways. The Well-being Plan will continue to develop as we learn together from this. In particular, we will be working together in new ways to channel the undoubted strengths of our communities to tackle more effectively the loneliness and isolation which often exists within many of them.

We are committed to make this happen, to be radical in our thinking, clever in the use of all our resources and involve our communities in shaping and delivering better well-being for all in Cwm Taf.

**Professor Marcus Longley**

*Chair of the Public Services Board*



## Summary:

This Well-being Plan is the result of more than two years work with the involvement of our communities being central to it. Initially a **Well-being Assessment** was undertaken, looking at the assets and challenges of our communities in terms of their social, economic, environmental and cultural well-being. We looked at data, long term population, environmental and economic trends and had many conversations with our communities.

We then used all this information to develop draft Well-being Objectives and a Plan and again engaged on this with our communities, partners, Welsh Government and the Future Generations Commissioner, among others. We heard overwhelming support for the Objectives and also advice and suggestions to further strengthen the Plan.

The Cwm Taf Public Services Board sees this Well-being Plan as a huge opportunity to strengthen our work as “One Public Service”. This approach is already set out in a **Statement of Intent** which introduced new principles to guide how we work together in the future:

*“The members of the Cwm Taf Public Services Board are committed to developing a collaborative public service that puts the people in our communities at its centre.”*

Our ambition for what this plan will deliver is also clear:

*“We work as One Public Service, with communities, to support the development of resilient communities that are informed, connected, active and resourced and have the ability to adapt to and influence change and improve well-being.”*

We have listened to our communities, identified our Well-being Objectives and prioritised what we need to do to achieve them, which is summarised on the next page. In delivering the Plan we will also directly link and boost the asset of volunteering with the challenge of loneliness and isolation and make the most of this in each of our objectives.

Our next step is to make this Plan a reality. We will develop and implement a delivery plan with detailed steps and actions to complete, continue to involve our communities to shape our work and share our progress as we go.



# The Plan on a Page:

## Cwm Taf Well-being Objectives and Steps

**Cross-cutting Objective:**  
Immediate

### TACKLING LONELINESS & ISOLATION

We will work in new ways to channel the undoubted strengths of our communities, including volunteering to tackle more effectively the loneliness and isolation which often exists within many of them.

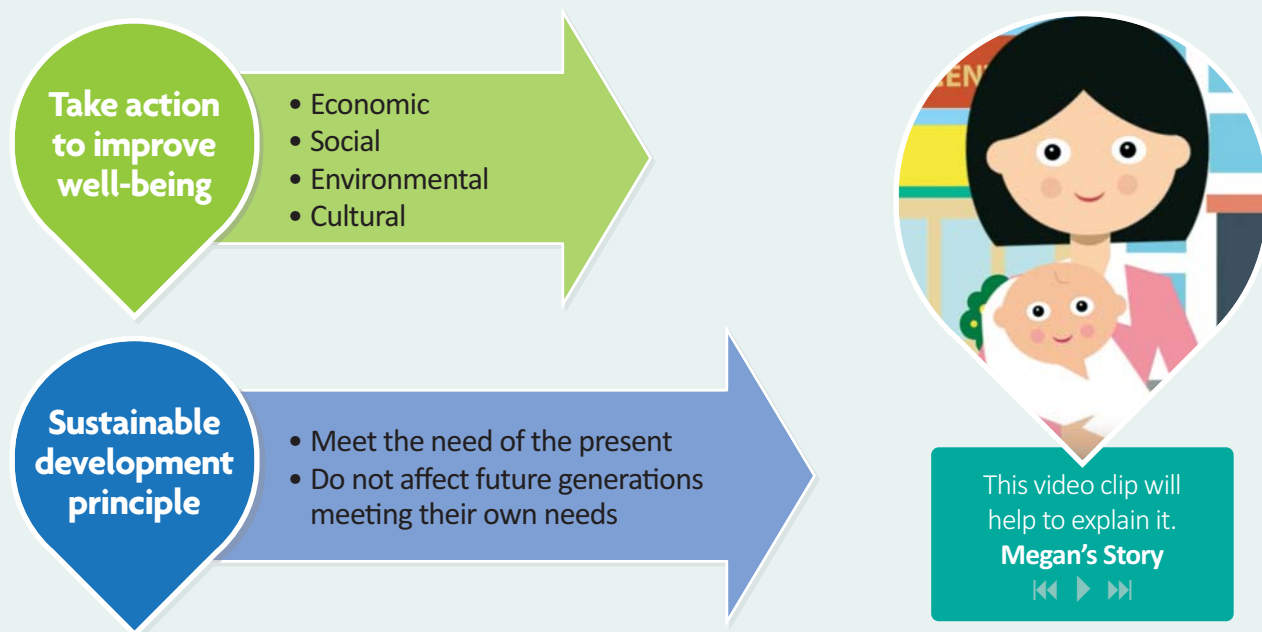
	THRIVING COMMUNITIES	HEALTHY PEOPLE	STRONG ECONOMY
<b>OBJECTIVES</b>	<b>1</b> To promote safe, confident, strong, and thriving communities improving the well-being of residents and visitors and building on our community assets.	<b>2</b> To help people live long and healthy lives and overcome any challenges.	<b>3</b> To grow a strong local economy with sustainable transport that attracts people to live, work and play in Cwm Taf.
<b>STEPS:</b> Immediate (1-2 years)	<b>1.1</b> Develop Community Zones as an area or place based approach focussing support to improve outcomes for our areas with the greatest challenges.	<b>2.1</b> Work with our communities to make sure everyone has the best chance to live long and happy lives e.g. First 1000 days, working with older people to stay fit and healthy for as long as possible.	<b>3.1</b> Stimulate and boost the aspirations and skills of our people to meet public and private sector career opportunities.
<b>STEPS:</b> Short to Medium Term	<b>1.2</b> Work with our communities to provide consistent messages, links and signposting to community, public sector and business support within and close to communities.	<b>2.2</b> Collectively promote healthy lifestyles by encouraging "One More Healthy Behaviour" for all staff and citizens.	<b>3.2</b> Growth and promotion of tourism using the assets of our beautiful natural environment, heritage and culture for the health, prosperity and benefit of the whole community and alongside the development of the Valleys Landscape Park.
<b>STEPS:</b> Short to Medium Term	<b>1.3</b> Work with and support communities who want to manage and improve their local environment.	<b>2.3</b> To work together as public services and with our communities to reduce levels of obesity.	<b>3.3</b> To make the most of the investment and return opportunities of the £1.229 billion City Deal locally within Cwm Taf.
<b>STEPS:</b> Short to Medium Term			<b>3.4</b> Further explore the opportunities for sustainable housing and renewable energy developments with associated community funds.
<b>VISION:</b> Long Term	<ul style="list-style-type: none"> <li>Well coordinated community volunteers and public services with ACE informed and thriving communities.</li> <li>A safe, healthy environment which people use, value and enjoy.</li> <li>The communities shaping services to meet the needs of residents and visitors.</li> <li>A better understanding of our natural assets and how our actions impact on them.</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the frailty of our ageing population by improving the rates of the population that have 4 or 5 healthy behaviours to 20%.</li> <li>Improve the rates of healthy life-expectancy and life expectancy in Cwm Taf to the average Wales.</li> <li>People of all ages spend time outdoors, using and enjoying their local environment to improve their health and well-being.</li> </ul>	<ul style="list-style-type: none"> <li>Encourage opportunities for development and regeneration as the City Deal delivers jobs and returns on its investments, including attracting hotels.</li> <li>Supporting the development of a clean economy.</li> <li>A sustainable, energetic and expanding economy with employment rates equalling the UK average.</li> <li>A vibrant tourist industry attracting people from near and far, enjoying our natural environment, history and culture.</li> </ul>

# The Well-being Plan and why we need it

In 2015, the Welsh Government made a new law in Wales called the **Well-being of Future Generations Act**. This followed conversations with many thousands of people across Wales about the “Wales we want”. From these conversations, the Government found out what most mattered to people in Wales, things like climate change, the environment, skills, education, jobs and health.

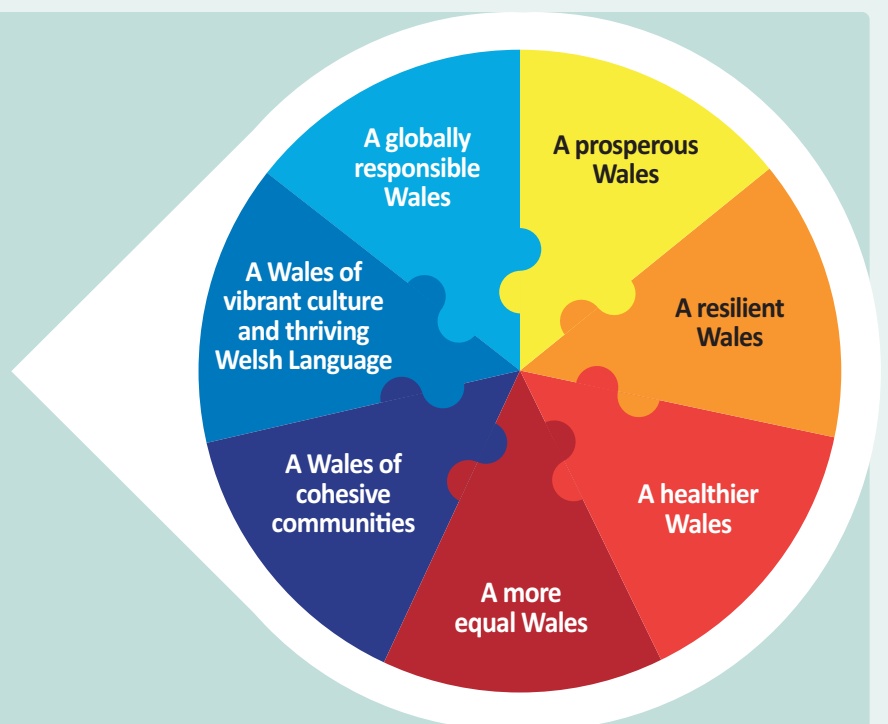
This new law puts the citizens of Wales in the centre of everything public services do to improve the economic, social, environmental and cultural well-being of Wales and has the sustainable development principle at its heart. This means that all public services need to work in a way that improves well-being for people today without doing anything that could make things worse for future generations of babies, children, young people, adults and older people, in other words all our families, young and old, and our friends and neighbours.

## Sustainable Development



## Well-being Goals for Wales

The Well-being of Future Generations Act asks all our public services, e.g. councils, health, police, environment, fire and third sector organisations to work together to improve well-being for everyone in Wales. This is a new approach to improve public services in a sustainable way. We will all work towards these seven new goals.



The Well-being of Future Generations Act also asks individual public services to act sustainably and apply five ways of working:



## 1 LONG TERM

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



## 2 PREVENTION

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



## 3 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.



## 4 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.

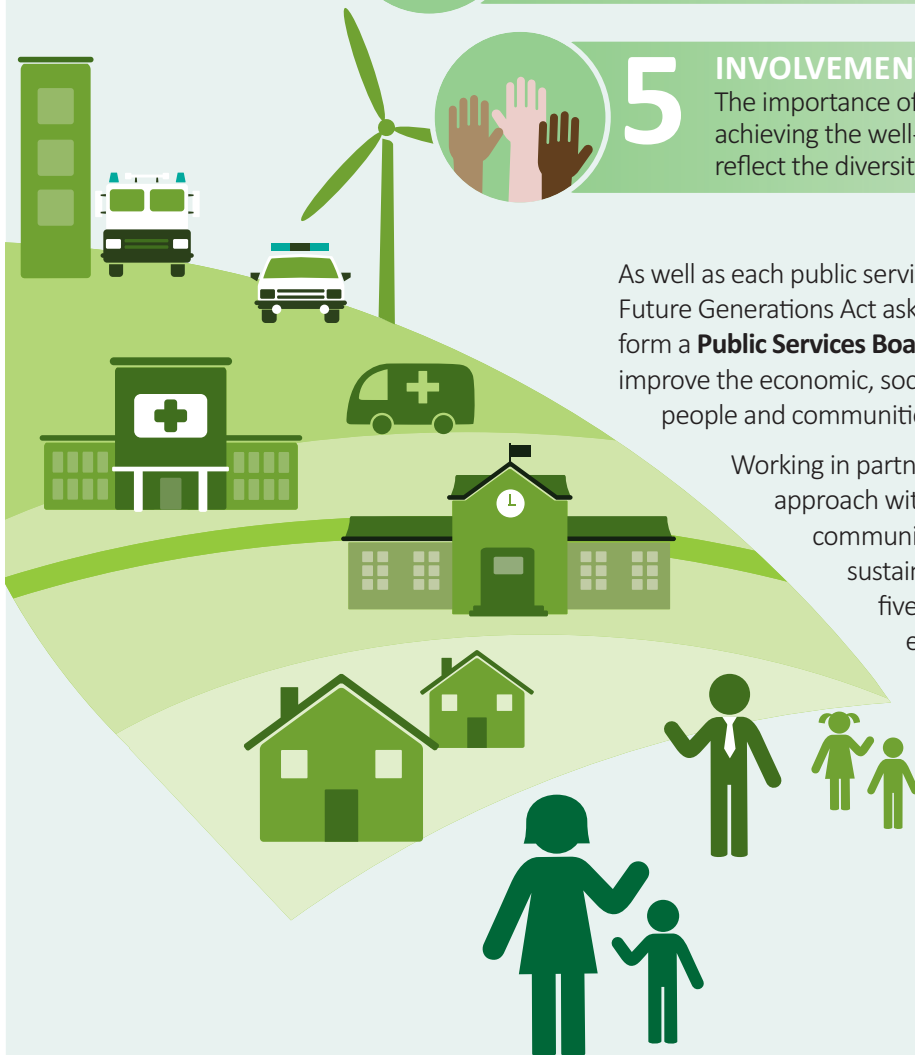


## 5 INVOLVEMENT

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.

As well as each public service working in this way, the Well-being of Future Generations Act asks all public services to come together and form a **Public Services Board** so that we can work better together to improve the economic, social, environmental and cultural well-being of people and communities in our area.

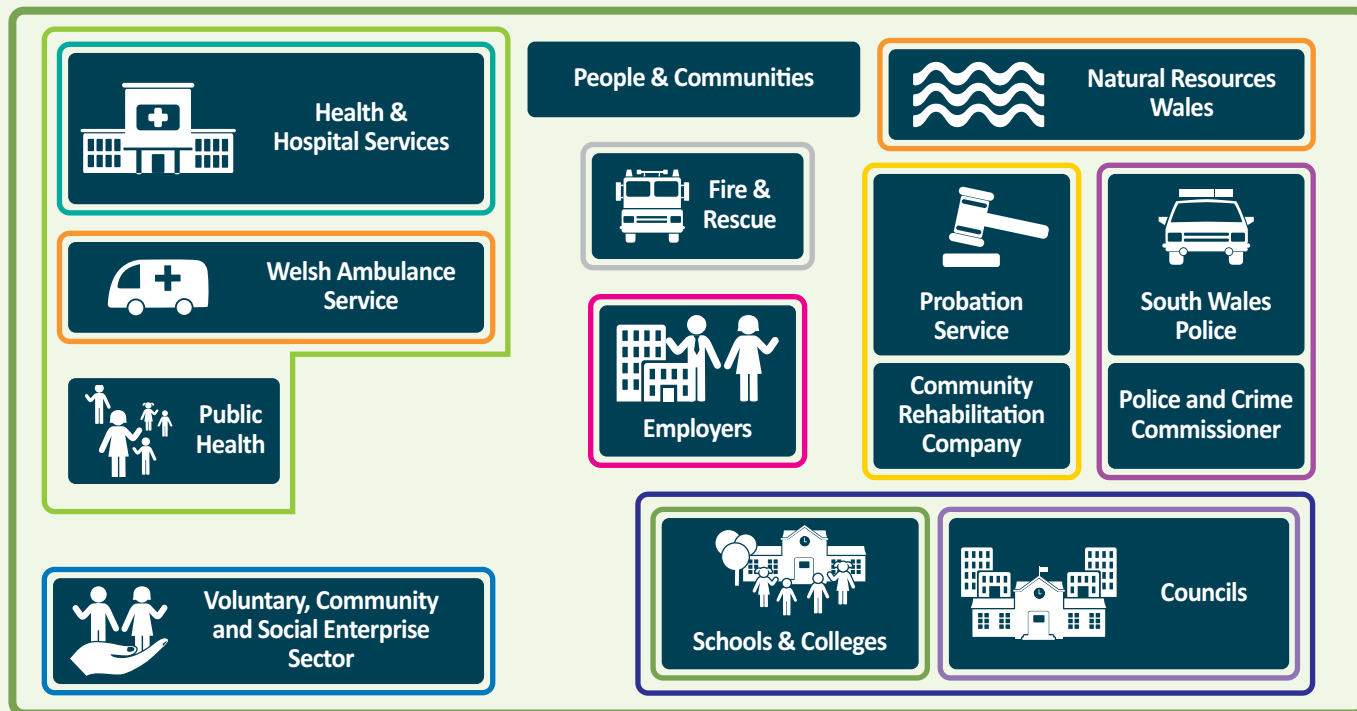
Working in partnership is not new, but there is a new approach with the Public Services Board working with our communities to improve their well-being in a sustainable way to meet the seven goals and the five ways of working. Importantly, we are encouraged to think long term, so this is the first stage of a long term plan for Cwm Taf.



## ...working together and doing things differently

Locally, our public services have agreed to come together across the Cwm Taf area, including Rhondda Cynon Taf and Merthyr Tydfil. The Cwm Taf Public Services Board agreed to develop a collaborative public service that puts the people in our communities at its centre.

It is about breaking down barriers between public services and changing the way they work so that we prevent problems from happening rather than having to react to them. This diagram shows the many services we have in Cwm Taf:



### Resources

Collectively the Public Services Board have many resources including staff, land and buildings. Although there is no new money to support different ways of working, we recognise that in working together and involving our communities, we can be more efficient, provide more focused services, share our assets and have a much bigger impact locally. We will develop radical and innovative ways of working, creating the momentum needed to improve the well-being of all in Cwm Taf.

### How we will work together with our communities to deliver our Well-being Plan

In October 2016, the Public Services Board agreed a **Statement of Intent**:

**The members of the Cwm Taf Public Services Board are committed to developing a collaborative public service that puts the people in our communities at its centre.**

*We intend to lead our organisations through a change in culture to a more innovative, integrated and preventative way of doing things for the benefit of people who live and work in Cwm Taf now and in the future. We will use our influence as a Board to encourage other public organisations to adopt the same approach and to make a collective effort in overcoming any legislative, financial or practical barriers to achieving our intent.*

*We aim to shift focus from reacting to problems and challenge 'crisis management', seeking to make decisions for the long term benefit of people in Cwm Taf. We aim to focus our joint efforts far more on better outcomes for the people we serve through understanding and tackling the causes of problems and preventing situations from arising.*

*To do this, we aim to be radical, removing the divisions between services to develop a way of working that makes sense to us and to the people and communities we serve. To understand what that means, we will be involving people, in an equal relationship to the Board, to design, deliver and improve services.*

*This will involve working together with citizens, and within our own organisations, in a different way through making some high-risk decisions and attempting the things that seem too difficult to do.*

*As a Board, we intend to spend our finances in a different way, continue to train our staff to get to the root of issues and give permission to staff to support and enable people to live better lives.*



In meeting this statement and further defining how we will achieve this intention, we have developed leadership principles to guide us going forward.

Cwm Taf Public Services Board will work as One Public Service with residents and communities to improve the economic, social, environmental and cultural well-being to achieve the Sustainable Development Principle at the heart of the Well-being of Future Generations Act. This means that we will act in a way to ensure that the needs of the present are met without compromising the ability of our future generations to meet their own needs.

In doing this, our ambition is that:

***We work as One Public Service, with our communities, to support the development of resilient communities that are informed, connected, active and resourced and have the ability to adapt to and influence change and improve well-being.***

To achieve this we will adopt the following leadership principles in our decision making to meet the five ways of working and identify where we can have a more collective and powerful impact:



### Thinking Long Term

We will use the responses to our consultation and engagement to state the longer term vision and aspirations of our communities, alongside data and information on long term trends to help us plan our services now and for the future. Where there are gaps in our knowledge we will seek advice and research, where possible, to best inform us.



### Preventing problems happening or getting worse

We will seek preventative measures that can be woven into each of our objectives and steps going forward. Priority will be given to predicting and preventing problems arising, then acting early when problems arise to improve the situation and prevent things getting worse and then to reduce harm from established problems. Information from the Well-being Assessment, long-term trends and community engagement will be used to guide how we work in this way alongside evidence of what works. Where evidence is not available, we will seek research opportunities to gain local evidence to inform us.



### Working better together and with others

We will work together to jointly develop and implement intelligence led, innovative and creative approaches to achieving our Well-being Objectives. To do this we will challenge ourselves at Public Services Board and sub groups to ensure we have the best partners from the public, private, academic and third sector along with the voice of citizens, with lived experience, to inform and challenge ourselves in line with the expectations of our communities.



### One Public Service

Working together and with our partners, communities and citizens, we will provide services that are seamless at the point of delivery. We will consider our services from our citizens' perspectives and where appropriate and possible co-locate staff, provide joint training, share our buildings and land in the best interest of our communities. Where there are obstacles to this approach we will work with partners and Welsh Government to resolve them.



### Involving our communities

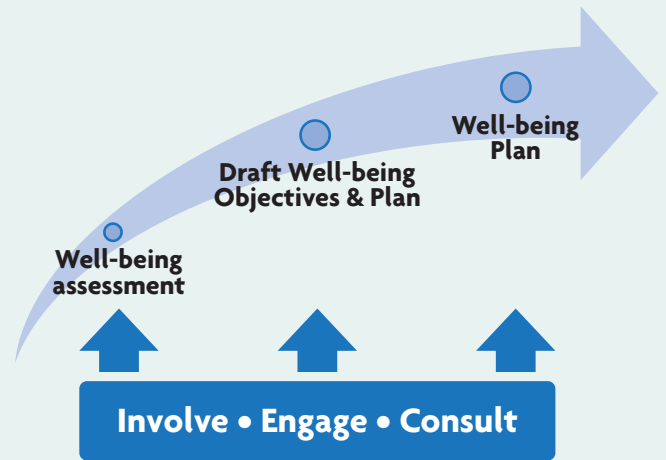
We will continue to involve our communities in informing, shaping and implementing plans. Building on the Community Zone approach we seek an ongoing conversation to jointly produce solutions, meeting the expectations for One Public Service for Cwm Taf. We will involve people with lived experience to inform our plans, building on our ground breaking work locally to tackle domestic abuse.



# How we developed the Well-being Plan

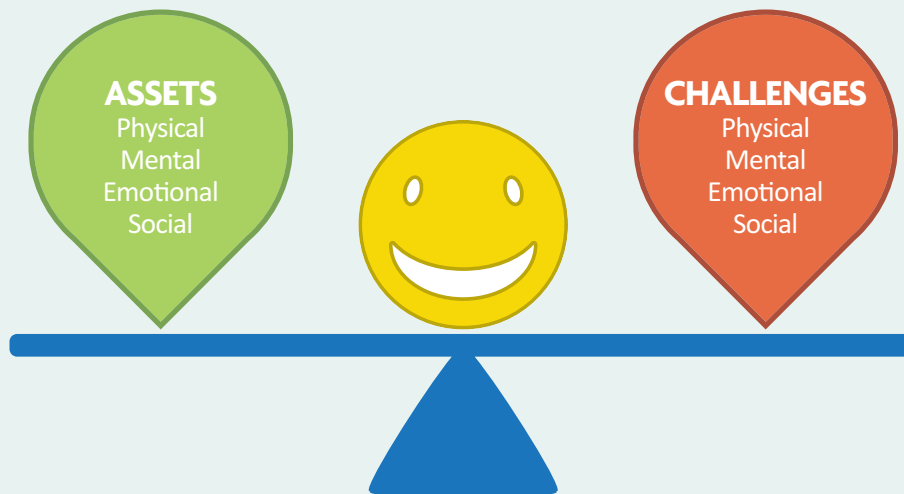
Last year we published a **Well-being Assessment** of the people and communities of Cwm Taf. In preparing this we talked to hundreds of people e.g. people who live, work and use public services across the Cwm Taf area, community groups and anyone else that wanted to have their say.

The findings from this Assessment were used to help to start more detailed work to find out what is most important and what can be done to improve people's well-being. This was set out in Draft Well-being Objectives and Well-being Plan for the Cwm Taf area. We continued our conversations with our communities and others such as Welsh Government and the Future Generations Commissioner to get views on the draft Objectives and Plan.



## Well-being

Well-being is about people having the 'assets' they need to meet the 'challenges' they face in their everyday lives. These assets can include skills, family support, education and good health. Challenges could be poor health, bullying, neglect or violence at home. When people have more challenges than assets their well-being dips. Similarly if someone has many assets but few challenges, they may not feel fulfilled and that can also tip the see-saw, as shown:



Differences in opportunity, experience and health can have a poor effect on wellbeing. This can show itself in high levels of anxiety, depression, addictive medication, alcohol and drug misuse. In addition, we know that being fit, active, not smoking, a healthy weight and eating fruit and vegetables can protect our well-being.

Source: Adapted from Dodge R, et al (2012)  
*The Challenge of defining wellbeing, International Journal of Well-being, 2 (3) 22-235*

## What the Well-Being Assessment told us

The main information we learned from the Well-being Assessment is:

### Cultural well-being

- People need to feel part of their community and many want to offer their time, skills and connections.
- Our heritage and history, landscape and buildings should be celebrated and used in the future.
- Taking part in things seems to be good for everyone's well-being.
- Language is an important part of who we are and makes us feel like we belong.



### Economic well-being

- Growing a resilient local economy that recognises the limits of the global environment.
- Helping the movement of people throughout Cwm Taf.
- People in decent work improving their overall wealth.
- People gaining new skills and qualifications to tackle the challenges they face.
- Development that facilitates a growing local economy and recognises the limits of the global environment.



### Environmental well-being

- A healthy natural environment is the foundation for sustained economic growth, prosperity and resilience.
- Cwm Taf's environment, urban and countryside, has an important part to play in improving people's health and well-being.
- People want to live in a clean, safe environment and increasingly want to help manage their local areas.
- Communities face significant risks from a changing climate, now and in the future.
- Cwm Taf's unique wildlife is increasingly fragmented and under threat but people can make a difference and help wildlife thrive.
- Children are spending less time outdoors but access to safe, natural play space outdoors has been shown to improve children's physical and emotional well-being.



### Social well-being

- Life expectancy and healthy life expectancy are improving in Cwm Taf. However, outcomes for our population are determined by the inequalities that persist.
- A good start in life is fundamental to the well-being of future generations.
- Preventing ill-health across the population improves well-being and reduces inequalities.
- Ageing well in Cwm Taf: meeting the needs of an older population.
- Mental well-being: building resilient communities.
- Personal resilience and community cohesion.
- The quality of the home and environment has a substantial impact on well-being.
- A change of focus for Cwm Taf: from deficits to assets.



## Links to other plans

The Wellbeing Plan is the overarching plan for Cwm Taf and the Public Services Board is the overarching partnership board. There are other partnership boards that sit under the PSB, including the Mental Health Partnership Board, the Area Planning Board, the Community Safety Board and the Safeguarding Board. These Boards will each have their own plans for their area of responsibility and can contribute to this Wellbeing Plan.

Another new law, the **Social Services and Wellbeing (Wales) Act 2014**, to improve the wellbeing of people who need care and support and carers who need support. A **Population Needs Assessment** was carried out by the Social Services and Wellbeing Partnership Board to help develop an Area Plan for these services in Cwm Taf. There are parts of both plans that affect the wellbeing of people in our communities and it is important that they each work well together and complement each other. For example, the Area Plan has a strong focus on connecting people to their communities and providing information and signposting. This has been clear in the Wellbeing Assessment and features in Wellbeing Plan. In developing both plans we will keep strong links to make this work well.

As well as this, the **Environment (Wales) Act, 2016**, puts in place a process to help plan and manage Wales' natural resources in a more sustainable and joined up way. Natural Resources Wales must publish Area Statements, primarily for the purpose of helping to implement the national natural resources policy. For Cwm Taf, the Area Statement covers the South Central Wales area and must consider how other plans and policies, such as the Well-being Plan, could be integrated with the statement or vice versa.

How the Public Services Board work with other bodies:



As other information becomes available, that can also help to shape the Well-being plan we will include it. For example, there has recently been an assessment carried out for community safety. Following a review of the evidence, the Community Safety Partnership Strategic Assessment will focus on several core theme areas:

- Improving service access and provision to reduce the impact of alcohol and drug misuse on our communities.
- Divert and prevent offenders and reduce re-offending.
- Protecting vulnerable people against violence, harm and victimisation.
- Keeping communities safe from acquisitive crime.
- Improve our environment and reduce environmental crime.
- Improve road safety.
- Improving consultation and engagement.



In addition the Welsh Government has established a **Ministerial Task Force** to improve prosperity in the South Wales Valleys. The recent report of this Valleys Task Force has suggested a number of actions including a Valleys Landscape Park to promote the natural environment and tourism. The Task Force's priorities for action by 2021 are:

**1** Good quality jobs and the skills to do them.

**2** Better public services.

**3** My local community, including a Valleys Landscape Park.

The Welsh Government has also published “**Prosperity for all**” a strategy setting out how it will work with the wider Welsh public service to lay the foundations for achieving prosperity for all. There are four key themes and five priority areas, as shown:

#### Key themes:

- Prosperous and secure
- Healthy and active
- Ambitious and learning
- United and connected

#### Priority areas:

- Early years
- Housing
- Social care
- Mental health
- Skills and employment

All this information has helped, along with our conversations with our communities, to develop this Well-being Plan.

# Listening to our Communities and feedback on our Draft Well-being Plan

Analysis of the responses to the consultation and engagement on the Draft Well-being Plan was undertaken by the Data Unit Wales. The **report** is available on the PSB's website, **Our Cwm Taf**.

The conclusions from the responses received and any common or emerging themes are highlighted here. These may not be specific to one of the objectives and, in some cases, may be relevant to all three.

In reaching the emerging themes, information was considered from every source. The following are extracts from the conclusions in their report with a response from the Public Services Board:

## Are these the right objectives?

*"This is a key question. Although the Well-being assessment was a thorough exercise with public engagement, and received praise from the Future Generations Commissioner and Welsh Government, moving from that stage to a set of draft objectives and a draft Well-being plan requires a lot of decisions to be made, and a lot of evidence and information to be considered.*

*To some extent, much of the information we have considered for this analysis does not consider if the draft objectives are the right ones. The responses from the Future Generations Commissioner and Welsh Government barely consider the content of the objectives, choosing to focus on process and organisation instead.*

*However, where responses do directly comment on the content of the objectives, they are overwhelmingly positive across all sources of information. They agree with the objectives themselves and the actions suggested to meet them. Where respondents have disagreed, this was often in a constructive manner, suggesting alternative or additional actions to meet the objectives."*

The Public Services Board was very pleased with the extent of engagement and responses on the Draft Well-being Plan. The overwhelming support for the objectives and steps is welcomed and reflects the participation in each stage of the process from the Well-being Assessment, engagement of partners in developing the Draft Well-being Objectives and in the consultation and engagement process.

## Strong support for objectives and draft Well-being Plan

*"The Public Services Board should remember that across all engagement for this exercise, there was strong support for your draft objectives.*

*Responses to online consultation questions were overwhelmingly in support of the proposed content and aims of the objectives. The written responses and engagement events also mirrored this view."*

***"There is clear ambition in the draft Plan, which is welcomed, and each objective is set out clearly. The narrative is well-written and comprehensive, and the vision for the area is distinct."***

Welsh Government

***"It is good to hear that you have identified that you want your PSB to work collaboratively to put people in your communities at its centre, with an ambition to break down barriers between public services to change the way you work."***

Future Generations Commissioner

The Public Services Board was reassured that where responses directly comment on the content of the objectives and actions to achieve them, they are overwhelmingly positive across all sources of information. There was agreement with the objectives themselves and the actions suggested to meet them. Where constructive comments have been received, they have helped provide further detail in the Well-being Plan.

## Potential for increased use of existing assets and facilities

*“Throughout the online consultation responses and engagement events, participants expressed a desire for more activities and community events.*

*This included:*

- *formal and informal learning opportunities;*
- *the development of community groups;*
- *using the natural environment and countryside in Cwm Taf to facilitate activities; and*
- *the promotion of existing groups, clubs and activities that would improve participation, engagement with other people and physical/mental health and well-being.*

*The common theme across all these suggestions was that existing assets and facilities could be used as venues to host these activities. Respondents commented that across all public sector organisations, there is a large portfolio of locations and buildings (schools and Merthyr Tydfil College were mentioned specifically) that are closed or under-utilised at evenings, weekends and during non-term time. Whilst some are already being used, there is potential to make many more facilities available to the public, groups and organisations, and to promote their potential use.”*

The PSB understands that common theme across all these suggestions was that existing assets and facilities could be used as venues to host additional activities. The Well-being Plan supports this, is promoting an asset based approach and will continue to involve communities in the planning and delivery of the actions identified.

## Improving overall well-being - physical and mental health

*“Overall well-being was a priority across all the consultation exercise. However, the focus was clearly about improving the physical and mental health of the population. This included the provision of opportunities for organised and self-directed physical activity, supporting older people to reduce loneliness, the increased availability of leisure facilities, and utilising the natural environment to facilitate more physical activity.”*

Public Services Board believes improving overall well-being and meeting the sustainable development principle is the

main purpose of this plan. This includes physical, mental, emotional and social well-being. Improving and promoting physical activity, both in facilities and the natural environment, is directly included in Objective 2 and many of the actions in Objectives 1 and 3 will also support this. Increasing participation will help reduce loneliness and isolation for all citizens, including older people.

## Improve timeliness of access to all health provision

*“This issue was raised across all engagement events and was also frequently referenced in online consultation responses. The concerns were about the geographical location of services, with many being concentrated in the two general hospitals in the Cwm Taf area when a community-based approach would be preferred. Difficulties accessing services in a timely manner was also a concern. The timeliness issue related to out-patient and referral services, where waiting times were considered too long. Many respondents outlined the difficulties when contacting their GP surgery in the first instance, and then the waiting time before they could get an appointment.*

*There were also a large number of responses wanting mental health services to improve. These focused mainly on reducing the stigma attached to mental health issues and improving access to, and the quantity of services.”*

Public Services Board has Cwm Taf University Health Board as an active partner. The Health Board is keen to consider the feedback as part of its planning processes and is already committed to improving access and timeliness and providing services as close to home as possible. For example Stay Well @Home is a joint health and social care service to provide a rapid package of care to patients to avoid unnecessary hospital admissions. Also the community Hospitals Ysbyty Cwm Rhondda and Ysbyty Cwm Cynon and the Health Parks in Keir Hardie, Merthyr Tydfil and Dewi Sant, Pontypridd provide a range of health, social and mental health care services both at the site and in the community including GPs, outpatients, district nursing, community midwifery, health visitors and school nursing, dietitians, speech therapists and mental health teams.

The Public Services Board has also prioritised action in the Well-being Plan to help people keep healthy for as long as possible, which will contribute to reducing preventable demand on healthcare services and make better use of capacity. The Mental Health Partnership Board is a part of the Public Services Board and action is being progressed to improve mental health services, with a range of partners working together.



## Need and opportunity to work differently

*“One of the guiding principles, from the passing of the Well-being of Future Generations (Wales) Act 2015, through the guidance provided by Welsh Government, and up to the development of the Future Generations Commissioner’s policy stance and advice, has been that the Act is not about ‘business as usual’.*

*The Act and the creation of Public Services Boards, have been promoted as an opportunity for public sector organisations to work differently. Indeed, it has been pointed out that persistently poor outcomes across some services and indicators mean that doing the same thing is not an option.*

*It is clear, from the formation of the Cwm Taf Public Services Board and the development of your draft Objectives and Well-being Plan, that you have approached this challenge head-on. Indeed, there are comments from the Future Generations Commissioner and Welsh Government acknowledging the progress already made.*

*However, they both encourage you to follow through on these promises and deliver your Well-being Plan in a way that promotes a new style of partnership working and engages with a wider range of partners.*

*There were responses from the consultation that hinted at a public cynicism towards the proposals, that it had all been seen before. There was also a request from some respondents asking for more engagement and more information sharing around progress on the Well-being Plan. It might be the case that by addressing the latter point, you also deal with the former.”*

The Public Services Board believes the purpose of this Well-being Plan is to demonstrate how we can improve well-being in Cwm Taf by working differently together. The Public Services Board has agreed a Statement of Intent and Leadership Principles to support and guide new ways of working, both detailed in this plan. We appreciate that people want seamless services and to be involved in shaping these and we are committed to make this happen.

We will publish and communicate our progress to keep our communities informed and share opportunities for involvement.

## Communications and engagement with all sectors of the community

*“Both the formal responses, from the Future Generations Commissioner and Welsh Government, highlight the work you have done to engage across all sectors, previously on your Well-being Assessment and now on your draft Objectives and Well-being Plan.*

*Some responses from this engagement, particularly from young people, highlighted the fact that more engagement would be welcomed.*

*This highlights the challenging position the Public Services Board finds itself in. The Public Services Board has met, and gone beyond, the statutory requirement to consult on your draft Objectives and Well-being Plan. However, large-scale engagement can be resource intensive, expensive and technically challenging, and the legislative requirement to complete this work is predominantly within existing resources. Some responses highlight innovative and cost-efficient ways to continue to engage with the public that could be considered (working in schools directly with young people, using existing groups and channels, etc.).”*

The Public Services Board has a Public Engagement Group, with the community and voluntary sector leading this. We have worked hard to get our communities involved in our Well-being Assessment and our Well-being Plan. We have also started conversations with communities in the Upper Rhondda Fach and Gurnos to promote meaningful involvement in shaping our Community Zones and we will learn from this approach going forward.

The Public Engagement Group has also initiated a research project to specifically engage young people, including seldomly heard groups and communities who may experience barriers to involvement, funded by the Open Government Programme and including both Welsh Government and the Future Generations Commissioner’s Office. We will be looking at how young people feel in relation to their involvement in the Well-being of Future Generations Act and, in particular, how the Cwm Taf Public Service Board, including elected members, deliver on the sustainable development principle and goals in relation to the five ways of working. There will be an emphasis on the involvement of young people, including how feedback is taken forward to action and how young people hold the Public Services Board to account for its actions.

The PSB will use this intelligence to help us have ongoing meaningful conversations with communities and the workforce, together with resources and a structure to do so, to embed involvement of all our communities including seldom heard groups and communities.



# Our Well-being Objectives

We have listened to all the feedback we have received from our communities and others, as well as local information and evidence of what works. We will continue to work with our communities to develop new and different solutions in implementing our Objectives. The contribution of our Objectives to the national Well-being Goals is outlined in Appendix 1.

## Cross Cutting Objective

### TACKLING LONELINESS & ISOLATION

Cross-cutting objective:  
Immediate

We will work in new ways to channel the undoubted strengths of our communities to tackle more effectively the loneliness and isolation which often exists within many of them. This is a cross-cutting step supporting the delivery of all our Objectives.

People want to feel a part of their community and many want to offer skills and connections. We will help to remove any barriers to volunteering, focus involvement and support for those that are lonely or isolated and stand back when the communities are growing their own success. This will include:

- a. Working with our communities to understand what is important to them and how together, we can help to build support to make improvements.
- b. Target volunteering to include people who are lonely or isolated, either through joining in or receiving support.
- c. Connecting people interesting in volunteering, along with their specific interests, resources and skills. This will provide opportunities to children and young people as well as adults e.g. linking opportunities for young people doing the Welsh Bacalaureate or Duke of Edinburgh awards with local volunteering opportunities and encouraging public service employees to enable more volunteering in public services that help inspire others. This links to Objective 3.1.
- d. Advertise volunteering opportunities on behalf of community groups, third sector, public service organisations and businesses.
- e. Help with the official parts of volunteering e.g. Disclosure and Barring Service (DBS) checks, advice on supervision and health and safety risk assessments.
- f. Recognition and celebration of volunteering and its achievements in our communities.

This will initially be focused in the three priority steps in each Objective. We will develop a greater understanding, with our communities, of why people volunteer, what barriers there may be to volunteering and how new, innovative opportunities could be developed.

**OBJECTIVE****1 To promote safe, confident, strong, and thriving communities improving the well-being of residents and visitors and building on our community assets.****STEPS:**  
Immediate  
(1-2 years)**1.1 Develop Community Zones as an area or place based approach focussing a preventative approach to support to improve outcomes for our areas with the greatest challenges.**

With our communities, we will work to join up our services in the heart of our communities. It is difficult to describe them now, as we want to work with our communities to make sure they are what they need. When children have difficult times or suffer abuse or distress this can often lead to poor outcomes for them as children and into adulthood. These are Adverse Childhood Experiences (ACEs). By working together we will develop vulnerability profiles, sharing our information, to help target support to those who need it most, provide training and skills with our staff and communities to prevent and reduce the effect of ACEs to help all our citizens thrive.

- a.** The approach will start in two of communities, Gurnos and Upper Rhondda Fach. The Zones will be worked up with the local communities to show how it will work for them. These Zones could include NHS, social services, schools and job centres working together with third sector to provide services for local communities using local assets. Years 1-2.
- b.** The learning from these communities will be used as the approach is rolled out across communities in Cwm Taf, with priority given to areas where there is greatest need. Years 2-5.

This objective is cross cutting and links to all other objectives and steps and as the other steps are developed they can be trialled with these communities.

**STEPS:**  
Short to  
Medium  
Term**1.2 Work with our communities to provide consistent messages, links and signposting to community, public sector and business support within and close to communities.**

What we will explore:

- Consistent advice from all public sector staff.
- Our Cwm Taf the Public Services Board web site.
- DEWIS a website providing information on social care, health and third sector organisations across Wales.
- Local community information boards.
- Community Zones.
- Physical signs.

This will be guided by our communities, particularly in the Community Zone areas and opportunities to link this with volunteers will also be explored (Cross-cutting objective and step 1.1).

**STEPS:**  
Short to  
Medium  
Term**1.3 Support communities who want to manage and improve their local environment.**

People told us that they wanted to live in clean and safe environments. Across the valleys there are a growing number of individuals and groups who want to use, manage and take ownership of their local open, green spaces. As well as bringing people together, this will improve mental and physical health, benefit wildlife, and bring a sense of ownership to places that can foster local pride and reduce crime and anti social behaviour. It will also attract people to the “Valleys Landscape Park” which is being developed by the Valleys Task Force. We will explore options to encourage and support this by:

- a.** Review our public land assets to maximise their contribution for communities and ecosystem resilience.
- b.** Helping groups to take ownership or adopt open green spaces.
- c.** Helping groups to improve rundown buildings for community use.
- d.** Helping groups to develop creative activities in our community spaces.
- e.** Helping people who have poor mental health, are lonely or have damaged the local environment to get involved in local projects.

We will prioritise these actions in our Community Zone Areas, in conversation with our communities.

**VISION:**  
Long Term

- Well coordinated community volunteers and public services with ACE informed and thriving communities.
- Safe and pleasant environments and green spaces, where people are proud to live and participate.
- Communities shaping services to meet the needs of residents and visitors.
- A better understanding of our natural assets and how our actions impact on them.

## HEALTHY PEOPLE

### OBJECTIVE

## 2 To help people live long and healthy lives and overcome any challenges.

### STEPS: Immediate (1-2 years)

### 2.1 To target our support in the areas with the biggest challenges, working with our communities to make sure everyone has the best chance to live long and happy lives.

Preventing things before they happen makes the best sense, but if we cannot prevent them we will act early to help improve and stop things getting worse. There are some areas where this approach has an even better effect:

- a. In the early years and especially the First 1000 days from pregnancy to age two years, is the most important time of development. Together with parents, parents to be and child care providers, we can help provide the best environment for our children to have a great start in life. This is an approach which can help our youngest people have the best outcomes in life. In Community Zones we can work together to help overcome the challenges facing people, including help to gain skills, services, linking to local jobs or volunteering opportunities or participate in local activities. Working with our communities and pulling together our services we can help get the right support to the right people at the right time.
- b. Working together with older people to stay fit and healthy for as long as possible is in everyone's best interest. We know that as we live longer it is even more important that we can be well enough to enjoy our older years. This is a time, as many retire, that we can spend more time involved in our communities. Being active, involved and enjoying healthy lives helps us live longer and reduces loneliness and isolation.

Many of us will spend a third of our lives in old age, and as we hope to live independently, robust in body and mind, with a wide social circle, we will need to be active and healthy, to be "Super-agers". Our older generations have the skills, experience and time that can benefit our communities and especially our younger generations, linking these two areas.

### STEPS: Short to Medium Term

### 2.2 Collectively promote healthy lifestyles by encouraging "One More Healthy Behaviour" for all staff and citizens.

The five healthy behaviours are:

1. Not smoking.
2. Keeping a healthy weight.
3. Regular physical activity in line with national guidance.
4. Eating a healthy diet including 5 portions of fruit and vegetables a day.
5. Reducing alcohol and substance misuse.

We will:

#### a. Promote healthy behaviours with our staff.

Our staff makes up about one quarter of the workforce in Cwm Taf and have big impact on our communities, with most living in the area. Together, we will support our staff to improve healthy behaviours with healthy workplaces and by supporting volunteering. This will build on the One More Healthy Behaviour campaign trialled in Cwm Taf University Health Board, sharing the learning among partners.

#### b. Promote healthy behaviours with citizens.

We will promote and support our communities to take advantage of local opportunities and support services in a coordinated way, providing reliable information, signposting and access to services. We will promote "social prescribing" in our services, where improving life style is the best way to improve health. Social prescribing enables services to connect people who need social, emotional or practical help to improve their lifestyles to local services in their community. It is also an opportunity for people to develop their own services.

In promoting these opportunities, we will make links to accessing the natural environment, sports, heritage, arts, culture and language to provide a range of fun and engaging activities. We will collaborate with national bodies, including Sport Wales, Arts Council for Wales, National Museums of Wales and National Library of Wales as well as local groups.

## HEALTHY PEOPLE

### OBJECTIVE

## 2 To help people live long and healthy lives and overcome any challenges.

### STEPS: Short to Medium Term

### 2.3 To work together as public services and with our communities to reduce levels of obesity.

As levels of obesity in children and adults are rising in Cwm Taf it is having a bad effect on our health, both physical and mental. There are many causes including poor access to healthy food, low levels of physical activity, easy access to fast food, reliance on cars, comfort eating due to bad experiences and low incomes to name but a few. There is no simple answer, so we need to work together to improve. Ways we can work together include:

- a. Making the most of opportunities to walk and cycle to work and school with safe routes to schools, community venues, the natural environment and new Metro links to encourage walking and cycling.
- b. Integrate outdoor activity into daily lives e.g. daily mile and outdoor learning in schools, identifying walking routes near workplaces to encourage activity in breaks and walking routes in every community.
- c. Improving menus in publicly controlled food outlets to offer more healthy choices.
- d. Using our Local Development Plans, planning laws and publicly owned land to increase safe access to the outdoors, walking and cycling with a healthy range of food outlets.

The Valleys Landscape Park will provide more opportunities for activity in the natural environment and transport hubs in the new Metro will help us combine walking and cycling with trains and buses. Maximising and promoting opportunities in the Community Zone areas and local assets, as part of the First 1000 days work and with older people will be prioritised to support the delivery of this plan.

### VISION: Long Term

- Reduce the frailty of our ageing population by improving the rates of the population that have 4 or 5 healthy behaviours to 20%.
- Improve the rates of healthy life-expectancy and life expectancy in Cwm Taf to the average Wales and reduce inequalities.
- People of all ages spend time outdoors, using and enjoying their local environment to improve their health and well-being.

## STRONG ECONOMY

### OBJECTIVE

## **3 To grow a strong local economy with sustainable transport that attracts people to live, work and play in Cwm Taf.**

### STEPS: Immediate (1-2 years)

### **3.1 Stimulate and boost the aspirations and skills of our people to meet public and private sector career opportunities.**

There are skills shortages in many of our public services now and as our population ages there are opportunities to “grow our own” by targeting training for adults and young people in areas such as nursing, health and care support, social work, foster care, medicine and allied health professionals. There is also an opportunity for generic public service apprenticeships providing placements in partner organisations to build the future workforce. In addition, people may wish to take on a number of different roles across public services with coordination and support e.g. working in different organisations and recognising their skills.

- a. Promote the advantages of the use of the Welsh language and bilingualism in gaining skilled employment across sectors in Wales.
- b. Through employability programmes, provide a gateway to skills, experience, qualifications and employment for those who are not in work supported by the anti-poverty programmes of the Welsh Government, along with higher and further education.
- c. Targeted early support with education and the employability programmes for more vulnerable residents e.g. children who are looked after and people in the criminal justice system.
- d. Linking residents who are out of work with local job opportunities e.g. guaranteed interviews for residents in new supported businesses and the public sector on completion of programmes will provide incentives.
- e. Commit to the living wage in Public Services Board organisations and promote it for suppliers and commissioned services.

New ways to target support to those with the greatest need will be trialled in Community Zones with vulnerability profiling for people and families. Long term trends will be used to look at future job opportunities, especially in developing technologies, low carbon industries and care of older people, working with the Valleys Task Force.

### STEPS: Short to Medium Term

### **3.2 Growth and promotion of tourism using the assets of our beautiful natural environment, heritage and culture for the health, prosperity and benefit of the whole community and alongside the development of the Valleys Landscape Park.**

Areas for development include:

- a. Cycling and mountain biking networks and centres and links to the Brecon Beacons National Park. Lots of people use these attractions for leisure and play.
- b. Mapping of cultural and heritage sites and buildings by local historians, community stewards and volunteers to promote them and share information with the community and visitors.
- c. Walking routes from every town and village centre with colour coded routes of different lengths and challenge, again, supported by local historians, community stewardship and volunteers to include points of interest and creativity. This will also support objectives 1 and 2.
- d. Coordinated approach to supporting the small businesses to establish tourist support services as part of town centre regeneration schemes e.g. bed and breakfast, cafes, restaurants, outdoor supplies, local produce and gifts, regenerating town centres. This will include a joint approach to tackling negative aspects such as homelessness, drug equipment and antisocial behaviour and is closely linked with Objective 1.3.
- e. Market our Valleys as a place to live, work and play, making the most of the Valleys Landscape Park.

Our approach in involving our communities will support this work, in finding active travel routes, creating small and local business opportunities and encouraging a focus around the culture, heritage and language.

## STRONG ECONOMY

### OBJECTIVE

### **3 To grow a strong local economy with sustainable transport that attracts people to live, work and play in Cwm Taf.**

#### STEPS: Short to Medium Term

#### **3.3 To make the most of the investment and return opportunities of the £1.229 billion City Deal locally within Cwm Taf.**

The City Deal provides opportunities to attract investment, particularly in innovative communication technology and promote development in areas serviced by the Metro across South Wales. Public Services Board opportunities include:

**a. Make the most of the opportunities to deliver regeneration in areas served by the Metro:**

- i. Looking at public sector land and property to identify opportunities for development or joint use close to Metro stops. This can encourage jobs, tourism and easier access to services and linked to the planned development of the Valleys Landscape Park.
- ii. Provide support to make it easier for people to bring jobs and visitors into the area. Support for innovators, entrepreneurs, small businesses, social enterprises as well as the innovation, information and communication technologies.
- iii. Look at how community transport across the valleys could be expanded and linked in, for example, building on volunteer-led community transport.

**b. A coordinated approach to sustainable land use planning, economic and housing development:**

- i. Identify the potential for green infrastructure to deliver multiple benefits, including reducing congestion and associated air pollution.
- ii. Understand the predicted impacts of climate change and how they may affect residents and the services they receive.
- iii. Maximise redevelopment of brown field sites and limit green field development.

Working closely with the Valleys Task Force and the City Deal Authorities will provide important opportunities to influence decisions, investment, planning and pollution control on a regional basis, in support of this Plan.

#### STEPS: Short to Medium Term

#### **3.4 Further explore the opportunities for sustainable housing and renewable energy developments with associated community funds.**

This will include:

- a.** Tackle fuel poverty by promoting the Warm Homes Programme, community energy schemes and home insulation. Community Zones can be used to target support and signpost community members, exploring opportunities from our public land and assets.
- b.** Support for an increase of well insulated, affordable, smaller units of social housing, supporting town centre regeneration.
- c.** Work with older people to develop of a range of homes in dementia friendly communities e.g. smaller unit accommodation, retirement complexes, extra care facilities, care homes and sheltered accommodation.

#### VISION: Long Term

- Encourage opportunities for development and regeneration as the City Deal delivers jobs and returns on its investments, including attracting hotels.
- Supporting the development of a clean economy.
- A sustainable, energetic and expanding economy with employment rates equalling the UK average.
- A vibrant tourist industry attracting people from near and far, enjoying our natural environment, history and culture.
- People have more options for active and sustainable travel.



# Next Steps

We will continue to work together to share and achieve the ambition and objectives in this plan, finding innovative, radical and more effective ways of working for the benefit of our communities.

Our next steps include:

## Continue our conversations with our communities to deliver One Public Service

Our journey through our Well-being Assessment to our Well-being Plan has involved many conversations with our communities across Cwm Taf. The next stage of this journey will be to make this a routine part of the way we work to improve our services and the well-being of the people of Cwm Taf. This new way of working will challenge us, but we are committed to create the momentum and allow the innovation needed to deliver One Public Service.

## A detailed delivery plan

As work streams are initiated, Leads will be appointed to take work forward with relevant partners. We will use the Framework for meeting the Well-being Objectives, five ways of working and contribution to the seven National Well-being Goals developed by the Future Generations Commissioner. A detailed delivery plan will be produced with actions, timescales, key milestones, performance and outcome indicators and accountability for delivery. The delivery of the Objectives at pace is at the forefront.

## Increase public awareness about the Public Services Board

A communications and engagement strategy is being developed by the Public Engagement Group. This will outline how the Public Services Board and the individual organisations that are part of it can:

- raise the profile of the Public Services Board to increase awareness of its work;
- communicate its key work streams simply;
- involve residents and communities in helping to identify solutions to the wider issues facing their community and;
- report on progress.

## Reporting

The Public Services Board will receive updates on the progress against the delivery plan and any difficulties encountered. The decisions made at these meetings will be detailed in the minutes and will be made available on Our Cwm Taf website. In addition, in line with the communications and engagement strategy, progress will be shared publicly through a range of methods.

There is also a Joint Overview and Scrutiny Committee of both Merthyr Tydfil and Rhondda Cynon Taf Councils, made up of Councillors from both Councils. The role of this committee is to scrutinise decisions and governance arrangements of the Public Services Board and to make any recommendations. It may also carry out additional functions required by Welsh Government and the Future Generations Commissioner.

As the Public Services Board we will prepare and publish a report on each full year's activity. The first report will be available in July 2019 and annually after that until the next Well-being Assessment is undertaken following local government elections. The report will include the steps taken since the Well-being Plan was published to meet the objectives, progress against National Indicators or other performance measures and any other information the Public Services Board thinks would be helpful. Copies of the Annual Report will also be shared with Welsh Ministers, the Future Generations Commissioner, the Auditor General and the Joint Overview and Scrutiny Committee.

## Acknowledgments

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# Contributions to the seven Well-being goals

## 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.

### 2 Cross Cutting Objective

We will work in new ways to channel the undoubted strengths of our communities to tackle more effectively the loneliness and isolation which often exists within many of them.

**1.3** Support communities who want to manage and improve their local environment.

### 3 To grow a strong local economy with sustainable transport that attracts people to live, work and play in Cwm Taf.

**3.1** Stimulate and boost the aspirations and skills of our people to meet public and private sector career opportunities.

**3.2** Growth and promotion of tourism using the assets of our beautiful natural environment, heritage and culture for the health, prosperity and benefit of the whole community and alongside the development of the Valleys Landscape Park.

**3.3** To make the most of the investment and return opportunities of the £1.229 billion City Deal locally within Cwm Taf.

**3.4** Further explore the opportunities for sustainable housing and renewable energy developments with associated community funds.

## 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).

**1.3** Support communities who want to manage and improve their local environment.

**3.4** Further explore the opportunities for sustainable housing and renewable energy developments with associated community funds.

## 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.

### 2 Cross Cutting Objective

We will work in new ways to channel the undoubted strengths of our communities to tackle more effectively the loneliness and isolation which often exists within many of them.

### 2 To help people live long and healthy lives and overcome any challenges.

**2.1** To target our support in the areas with the biggest challenges, working with our communities to make sure everyone has the best chance to live long and happy lives e.g. First 1000 days, working with older people to stay fit and healthy for as long as possible.

**2.2** Collectively promote healthy lifestyles by encouraging "One More Healthy Behaviour" for all staff and citizens.

**2.3** To work together as public services and with our communities to reduce levels of obesity.

## 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).

### 2 Cross Cutting Objective

We will work in new ways to channel the undoubted strengths of our communities to tackle more effectively the loneliness and isolation which often exists within many of them.

1.1 Develop Community Zones as an area or place based approach focussing support to improve outcomes for our areas with the greatest challenges.

### 2 To help people live long and healthy lives and overcome any challenges.

3.1 Stimulate and boost the aspirations and skills of our people to meet public and private sector career opportunities.

## A WALES OF COHESIVE COMMUNITIES

Attractive, viable, safe and well-connected communities.

### 2 Cross Cutting Objective

We will work in new ways to channel the undoubted strengths of our communities to tackle more effectively the loneliness and isolation which often exists within many of them.

4 To promote safe, confident, strong, and thriving communities improving the well-being of residents and visitors and building on our community assets.

1.3 Support communities to provide consistent messages and links and signposting to community, public sector and business support within and close to 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.

### 2 Cross Cutting Objective

We will work in new ways to channel the undoubted strengths of our communities to tackle more effectively the loneliness and isolation which often exists within many of them.

3.1 Stimulate and boost the aspirations and skills of our people to meet public and private sector career opportunities  
a. Promote the advantages of the use of the Welsh language and bilingualism in gaining skilled employment across sectors in Wales.

3.2 Growth and promotion of tourism using the assets of our beautiful natural environment, heritage and culture for the health, prosperity and benefit of the whole community and alongside the development of the Valleys Landscape Park. Our approach in involving our communities will support this work, in finding active travel routes, creating small and local business opportunities and encouraging a focus around the culture, heritage and language.

## 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.

1.3 Support communities who want to manage and improve their local environment.

3.4 Further explore the opportunities for sustainable housing and renewable energy developments with associated community funds.