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Self-Reflection Feedback for Vale of Glamorgan Council

Progress towards
Well-being Objectives: self-reflection tool 2017-18

July 2019



Sector specific findings: *local government*



Across local government

Capacity in Local Government

The Welsh Government has not sufficiently resourced the implementation of the legislation in terms of leadership development support for transformational change or delivering the infrastructure required under the Act – either in the sectors sponsored by Welsh Government or delivery of the legislation within the Welsh Government itself. As such:

- Financial pressure facing Local Authorities is limiting capacity to lead long-term change. This is not necessarily about needing resources for new services or more people, but rather about the capacity of the stripped back services and corporate areas of Local Authorities to lead change, think innovatively and reach out to collaborate and integrate with others - whilst also managing increasingly pressurised day jobs.
- Challenges reported in implementing the Act commonly were the integration of process and legislation from Welsh Government, particularly the short notice of financial settlements and one year budget allocations. This leads to short-term decision-making to make the required savings and fear of innovation, failure and risk. Whilst this inevitably presents some challenges to Local Authorities in fulfilling their duty to carry out long-term planning, it should also be recognised that the vast majority of funding is relatively static and long-term planning can be undertaken on that basis if local authorities are genuinely embracing the Act as part of their core business, as we are advocating in this advice.
- There are a number of local government officers who are willing to drive new ways of working but overall there are challenges regarding lack of sufficient officer capacity to lead and drive transformational change. Implementing the Act requires the leadership of an organisation to demand change and create the culture that allocates time and resource to try different things, challenge the status quo and communicate learning. We want to see this shift in attitude and action – what is different to before should be reported clearly and transparently.



Across local government

Capacity in Local Government (cont.)

- Local Authority officers who are change makers in their organisations can feel frustrated and isolated. We encourage joining networks like the Sustainable Development Co-ordinators' Cymru Network, the WLGA networks and others, and forming agendas that become learning sets to help honestly share challenges and innovative practice, especially in times of austerity where some are managing this challenge better than others.
- There is insufficient focus within Local Government on transforming ways of working in the seven corporate areas of change. Whilst there are good examples of some organisations seeking to reform their approach to procurement, like Monmouthshire Council, Cardiff Council and Conwy Council, and quite a few examples seeking to accelerate reducing their carbon emissions through use of their assets, Local Authorities have made insufficient reference to how they are undertaking their work force planning risk management and financial planning in line with the five ways of working and their statutory duties to take all reasonable steps to meet their wellbeing objectives. The Commissioner set out in 'Well-being in Wales: the journey so far' that public bodies must begin reporting on how corporate areas of change are adapting their ways of working and we are monitoring your progress on this.
- Financial planning and risk management are two of the seven corporate areas that must place the sustainable development principle at their heart, and the Commissioner has recently agreed a definition of preventive spend with Welsh Government. Local Authorities should also adopt this and use it to inform spending decisions.



Across local government (cont.)

Progress is being made on meeting well-being objectives in some areas, but there is variation in demonstrating how setting objectives and decision-making is applying all of the five ways of working.

- Local Authorities need to better explain how they have applied the five ways of working and duties to take all reasonable steps to meet objectives to their decision-making. The Commissioner has provided resources to help with this – such as the [Future Generations Frameworks](#). In future years, she will be considering how you have demonstrated clearly that these resources have been used to work through proposals, decision-making and scrutiny.
- The Act is starting to bring about longer term planning and innovation. But, in meeting objectives, Local Government should more clearly demonstrate how they have considered long term trends and scenarios. Most, for example, have objectives on skills but very few have demonstrated how they have (with or without other partners) considered what skills will be needed in the future beyond planning for existing skills gaps. Aside from the use of well-being assessments, which considered the long-term trends and data for each area, consideration of long-term trends is not yet embedded in decision-making processes. A large part of this appears to be due to capacity and expertise. The Government, Local Authorities and the WLGA should seek to find ways to build capacity in this area. Some Local Authorities have used PSB regional funding to build capacity for futures thinking (such as in Gwent), but Government should establish a targeted resource to individual public bodies specifically for this purpose.
- Whilst collaboration has increased through working at PSB level, Local Authorities should look for more opportunities to increase connectivity between their objectives and those of others. Local Authorities need to seek opportunities to for collaboration beyond the usual suspects. National bodies who do not play a part in PSBs, for example, as well as a broader range of third sector bodies, colleges, universities and private sector companies can play a role in jointly delivering well-being objectives. Local Authorities should undertake an assessment of the potential partners who could help them to deliver well-being objectives, and aim to find capacity for officers to identify and develop such partnerships.



Across local government (cont.)

Progress is being made on meeting well-being objectives in some areas, but there is variation in demonstrating how setting objectives and decision-making is applying all of the five ways of working. (cont.)

- There are clever examples of where the Act is driving innovation and different ways of doing things. We are drawing these together into our website resources, including many that are featured in the Commissioner's 'Art of the Possible' resources. But, innovation should be set within the context of a coherent long-term vision for the organisation, rather than being siloed and ad hoc examples. For example, in thinking innovatively about transport, we may consider electric, hydrogen or driverless vehicles to be the innovation, and this would move us along from 'business as usual'. However, true innovation is considering how to solve issues across the system, driving multiple benefits. Whilst electric vehicle infrastructure will be necessary, additional longer term benefits to health carbon reduction and poverty are more likely to be gained by introducing faster, convenient, cheaper, low-carbon public transport and infrastructure designed for pedestrians and cyclists – not motorists. The Commissioner is developing resources using the futures-tool 'Three Horizons' to help all public bodies think more innovatively about their long-term vision.
- We cannot see clearly how the connection to other public bodies who are critical to meeting the well-being objectives set by Local Authorities are being adequately made. Explanation of how the priorities and delivery amongst city region or growth deal infrastructure, regional partnership boards and others are aligned with the delivery of local authority wellbeing objectives is lacking in some cases. Reporting in many cases, for example, lacks explanation of how objectives relating to skills / employment are being delivered with Growth Deals, City Regions, Regional Skills Partnerships and schools, colleges or any Higher Education Institutions within the area.
- We can see innovation in improving social well-being, in particular, through a number of examples relating to implementation of the Act. For example, well-being coordinators based in GP surgeries; social prescribing initiatives and school-based activities to improve health. But opportunities are being missed to approach meeting these objectives using the lens of social, economic, environmental and cultural well-being. For example, in designing social prescribing programmes, we cannot see evidence that Local Authorities and Health Boards are considering initiatives like 'heat on prescription', which not only improve social well-being in terms of health and fuel poverty, but contribute to environmental well-being through a reduction in carbon emissions also.



Across local government (cont.)

Progress is being made on meeting well-being objectives in some areas, but there is variation in demonstrating how setting objectives and decision-making is applying all of the five ways of working. (cont.)

- Local Authorities need to demonstrate they are taking action across all areas of their organisation – especially in critical areas of change, such as decarbonisation. Despite some excellent initiatives, Local Authorities are not consistently demonstrating that they are taking action across all of their areas of business and throughout their objectives to consider these challenges facing current and future generations. This will need to significantly improve and Local Authorities must increase the pace of progress in meeting their well-being objectives. In providing advice on your well-being objectives, we have highlighted the challenges facing future generations in Wales and the actions we must collectively take to increase pace. For example: our targets to decarbonise and reduce emissions in Wales, the decline of biodiversity and ecological resilience, the changes to our jobs and skills linked to demographics and automation, our targets to increase Welsh speakers and more. We want to see how Local Government is moving from 'making simple changes' to 'leading the way' in contributing to our national well-being goals in this year's reporting.
- Some local authorities are missing opportunities to engage business and policy areas across the whole organisation to take all reasonable steps to meet their objectives. For example, despite over 100 well-being objectives being set on areas relating to skills, few Local Authorities provided any reference to how they're working with schools on understanding their responsibilities under the Act. Examples like this require action from both Local Government and Welsh Government in spelling out the requirement of the Act to education providers and showing how it's being embedded in the rollout of the new curriculum.
- Many Local Authorities are missing opportunities to connect their objectives and create a more coherent picture across their organisation of how they are meeting their duty to take all reasonable steps and maximise contribution to the goals. For example, many Local Authorities have set objectives relating to giving children the best start in life alongside objectives to improve the natural environment or ensure housing is safe, accessible and affordable. Given the impact the natural environment (air quality, access to green space) and housing (see the [WHO findings](#), for example) have on health and well-being, there are opportunities to connect objectives and reasonable steps more effectively. We expect to see at least consideration of this addressed in this year's reporting.



Across local government (cont.)

Reporting is still seen as challenging given timescales and other requirements on Local Government.

- The timings of the legislation has been an issue for most Local Authorities. Elections shortly after the publication of objectives (May 2017) and the later publication of Public Services Board well-being assessments and well-being plans are viewed as anomalies within the Act. We would encourage critically revisiting objectives and steps on a regular basis.
- The requirements of the Local Government (Wales) Measure 2009 are seen as a distraction. Local authorities have told us they are disrupting their desire to act for the long-term in requiring an annual report that shows measurable improvement annually. This is still driving the wrong behaviours and requires a change in approach from Government. The Local Government Bill is seen as an opportunity to clarify the situation, and we would encourage you engage with this Bill, push back to Government, challenge the current performance management structures using the Act as a catalyst for change.
- Local Authorities continue to inconsistently refer to well-being objectives and steps as 'priorities' or 'actions' or 'areas for improvement'. It is difficult to ascertain in some cases what the well-being objectives and steps are, which makes assessing progress to meet them difficult. The Act and the Commissioner's expectations states that public bodies must clearly set out their well-being objectives and take all reasonable steps to meet them. This must include how the five ways of working and national well-being goals have been used to inform the setting or reviewing of objectives and steps.
- Performance management and reporting is still following a traditional approach, focused on what has been done ('the what' / outputs), rather than how it was done ('the how') and its impact ('the so what?' / outcomes). Some of this is being driven by performance measures set by Government which should be systematically reviewed to ensure they are aligned with the Well-being Future Generations Act. However, Local Authorities accountable also have a role in showing leadership on this and seeking to measure what matters, not merely what can be counted. Public bodies should be using more meaningful quantitative data and increasing their use of qualitative data to demonstrate how they are progressing towards meeting their objectives.



What you told us



What you told us

- You have four well-being outcomes and eight themed and cross cutting well-being objectives that are also your improvement objectives.
- The Commissioner's priorities are reflected across all of the objectives, for example, housing is reflected in five of eight objectives. The Annual Report explains how linkages are made across outcomes to ensure that the actions taken reflect an integrated approach.
- You have rated you are 'being more adventurous' with four objectives and 'owning your ambition' with four objectives.
- Your Annual Report identifies whether progress of the objective has improved, decline or remained the same. You have described progress as a "long term process and not a quick sprint" with regards to the Act. Your annual report shows that two objectives have declined, four remained the same and one has improved during 2017/18.
- The objectives remained the same during 2017-2018, as a result of annual review. However, you say a new Corporate Plan in 2020 will reflect a more extensive review.
- Your objectives also align closely to the Public Services Board well-being objectives and you recognise the need for synergy between both set of objectives.
- You have identified your main challenge as the pressures on public sector funding.
- You feel you are strongest on 'prevention' and weakest currently on 'integration'. You have identified your objective on 'Raising Standards of Achievement' as the objective where the five ways of working are most demonstrated.
- You scored your progress towards your well-being objectives as set out in the slides below:



Progress towards well-being objectives: section 1 of the self-reflection tool

Well-being Objectives	Getting started	Making simple changes	Being more adventurous	Owning our ambition	Leading the way
	1	2	3	4	5
Objective 1: <i>Reducing poverty and social exclusion</i>			RAG status of Objective 1 at year end 2017-18 was AMBER : This reflects the fact that 83% of priority actions for 2017/18 were completed and 69% of measures associated with the Objective met or exceeded targeted performance.		
Objective 2: <i>Providing decent Homes and Safe Communities</i>				RAG status of Objective 2 at year end 2017-18 was AMBER : This reflects the fact that 78% of priority actions for 2017/18 were completed and 42% of measures associated with the Objective met or exceeded targeted performance.	
Objective 3: <i>Promoting regeneration, economic growth and employment.</i>				RAG status of Objective 3 at year end 2017-18 was AMBER : This reflects the fact that 85% of priority actions for 2017/18 were completed and 80% of measures associated with the Objective met or exceeded targeted performance.	
Objective 4: <i>Promoting sustainable development and protecting the environment</i>				RAG status of Objective 4 at year end 2017-18 was AMBER : This reflects the fact that 85% of priority actions for 2017/18 were completed and 81% of measures associated with the Objective met or exceeded targeted performance.	



Progress towards well-being objectives: section 1 of the self-reflection tool

Objective 5: Raising overall standards of achievement.			RAG status of Objective 5 at year end 2017-18 was AMBER : This reflects the fact that 90% of priority actions for 2017/18 were completed and 67% of measures associated with the Objective met or exceeded targeted performance.		
Objective 6: Valuing culture and diversity.			RAG status of Objective 6 at year end 2017-18 was GREEN : This reflects the fact that 92% of priority actions for 2017/18 were completed and 43% of measures associated with the Objective met or exceeded targeted performance.		
Objective 7: Encouraging and promoting active and healthy lifestyles.				RAG status of Objective 7 at year end 2017-18 was GREEN : This reflects the fact that 85% of priority actions for 2017/18 were completed and 100% of measures associated with the Objective met or exceeded targeted performance.	
Objective 8: Safeguarding those who are vulnerable and promoting independent living			RAG status of Objective 8 at year end 2017-18 was AMBER : This reflects the fact that 88% of priority actions for 2017/18 were completed and 56% of measures associated with the Objective met or exceeded targeted performance.		



Your approach to self-reflection



Your approach to self-reflection

- In terms of completing the tool, a team was involved covering corporate performance and management, strategy and partnerships functions. The Managing Director and CMT then discussed the self-reflection tool and it was amended following this before submission.
- We welcome your attitude to annual reporting and self-reflection, shown by the work you have already done internally to assess your progress towards your well-being objectives and the approach you have taken towards completing this self-reflection tool.
- We acknowledge the honesty and your reflection on external factors impacting the public sector throughout the annual report and within the self-reflection tool. This helps us to understand the context within which you are working much clearer.



Assessment of general progress



Assessment on general progress

We appreciate these comments are based on objectives set in 2017/18 and things will have developed since then for your organisation. We hope this advice is helpful as a feed-forward for the work you're currently doing to meet your objectives and for future reporting.

- Like many other public bodies, you have identified that you have difficult decisions due to financial pressures. The Act is a useful framework for thinking differently with your partner organisations and residents and **a thorough review of your approaches to identify areas where you may be able to secure multiple outcomes without significant additional resource is recommended.** Annual reports must outline how the seven corporate areas of change set out in the guidance of the Act have begun to adapt your ways of working. For example, **progress on longer term financial planning, joint resourcing with other public bodies, reviewing your approach to procurement to ensure you're procuring goods in ways that support economic, social, environmental and cultural well-being, and planning your workforce for the future.**
- Reviewing your approaches in this way requires integrated thinking, which is an area in your self-reflection you identified may need further work. The establishment of the Insights Board could be how you develop integrated thinking and planning across the organisation. It's encouraging to see you're taking quite a different approach to other organisations in showing how several services contribute to an objective. This is a different approach to how you integrate your work to others, but in the self-reflection tool, you have scored 'integration' lowest. **Given you have the Insights Board, we would like to see what further learning and action you have taken in this area in next year's report.**
- The Commissioner has published [Future Generations Frameworks](#), which provide a series of prompts to help in implementing the Act. **We know you have found some of the Frameworks to be of use in the Vale and would like to see how they are now helping people think differently and affecting decisions.**



Assessment on general progress (cont.)

- You have identified that you are less confident maximising contribution to a more resilient Wales and globally responsible Wales. The Commissioner is publishing 'journeys towards the goals' over the course of the year and a '[Journey towards a resilient Wales](#)' has already been launched. These resources will provide advice and case studies to help public bodies in this respect. For example, how public bodies can maintain and enhance the natural environment through managing land appropriately to create healthy functioning ecosystems, support social resilience and use resources efficiently recognising global limits. We would like to see how you are taking action to maximise contribution to each of the goals in future annual reports.
- We regularly review the varied correspondence we receive from the public. Although you have outlined some examples of involving residents, we have received a number of concerns from your residents regarding how the Local Authority involved people in the last year. There may be many reasons for this, but **we would advise exploring how you communicate the involvement work you undertake; considering how you can involve people earlier in decisions; and adopting varying methods of involving people.**
- We welcome your enthusiasm towards the Act and how you have advocated an outcomes-based approach rather than actions based solely on service areas. The case studies and projects you have used to demonstrate this have already been shared with other organisations and with a National Assembly for Wales committee, such as the well-being coordinators based at GP surgeries, the community libraries project and the 'Make your Mark' involvement of young people. There is evidence of the Early Adopter's programme and learning culture that has been applied to the Act, and embeddedness into the corporate culture of the organisation.



Specific assessment on progress



Objective	Specific assessment on progress
<p>"An inclusive and safe Vale – objective 2: providing decent homes and safe communities"</p>	<p>You have rated your progress towards this objective as "owning your ambition". It is positive to see that the work you have undertaken to bring every Council home up to Wales Housing Quality Standard, the collaboration with the Police and Crime Commissioner on target hardening for households experiencing domestic abuse and improvement to the private rented sector. You have noted the goals you feel you are currently contributing to and given them a RAG status, showing that for this objective, you do not feel you are contributing to a resilient Wales or a Wales of vibrant culture and thriving Welsh language. The Commissioner has already published advice on contributing to a resilient Wales and will shortly be publishing journeys towards each of the well-being goals. Further action is needed by you on how you contribute to all goals through your actions, which the Commissioner will be monitoring in next year's reporting.</p> <p>For instance, focus on regenerating and decarbonising existing homes and empty homes and buildings rather than solely focusing on building new. The residential sector is a significant contributor to greenhouse gas emissions in Wales – it alone makes up 7.5% total emissions. You have been working towards reducing empty properties and you are providing interest-free loans, you could also be incentivising landlords to adapt their properties to be more energy-efficient. By using a regeneration approach to decarbonisation of housing we could see much wider benefits such as rebuilding struggling communities and high streets, protecting buildings of heritage and improving community cohesion, which would link to your other objectives on the environment and regeneration. You are also building new properties and we cannot see evidence that you are considering how they can be fit for future generations.</p> <p>The Independent Review into Affordable Housing has recently reported with their findings, providing recommendations on a new approach to housing. Housing should be adaptable, able to meet the needs of changing demographics, have a net positive environmental impact (not just with regards to carbon and energy consumption; but whole life energy / material cost of building and constructions; plus interaction between buildings and ecosystems / landscapes), protected from future challenges – like flooding, extreme weather, coastal erosion, and contribute to community well-being through proximity to services, active travel routes and access to green space. A recent study showed 29.7% lower mortality rate areas with higher concentrations of green space compared to those with low concentrations. New national guidance, including WelTag and Planning Policy Wales 10, have been updated to help you to consider equality of access, health, air quality, promoting active travel and reducing carbon emissions when you formulate options for infrastructure decisions. We would like to see how you have considered these points when reporting on progress in this year's report.</p>



Objective	Specific assessment on progress
<p>"Environmentally responsible and prosperous – objective 3: promoting regeneration, economic growth and employment."</p>	<p>You have rated your progress towards this objective as "owning your ambition". It's positive to see investment in improving economic well-being, such as your work with Cardiff Capital Region – we would encourage greater integration here with your objective to raise standards of achievement and skills. We are encouraged by the efforts you have made to improve active travel around the county as you have identified that increased car usage is a challenge for you. The Commissioner's report 'Transport fit for Future Generations' shows that investing in active travel infrastructure can lead to significant increases in walking and cycling e.g. for Newport alone £33 million over 10 years would lead to an additional 9 million walking trips and 1.6 million cycling trips – increases of 25% and 93% in walking and cycling. Transport also accounts for 14% of our total emissions in Wales, we have only seen a 3% reduction since 1990.</p> <p>As your outcome is 'environmentally responsible and prosperous', further action is needed on reducing emissions. We appreciate many of these come from industry and the airport in the Vale, but you are also the Local Authority area with the highest level of car commuters. National guidance, including WelTag and Planning Policy Wales 10, have been updated to help you to consider equality of access, health, air quality, promoting active travel and reducing carbon emissions when you formulate options for infrastructure decisions. We have received lots of correspondence regarding the proposed dual carriageway in the county and the perceived poor application of the new WelTag guidance in this respect. We would advise looking critically at whether decisions taken across the Authority help you to meet your objectives and the goals, with reference again to how you integrate thinking as an organisation.</p> <p>The national 'Low Carbon Pathway for Wales' sets out a number of policy areas of change and providing sustainable transport options is a good place to start. We have joined many organisations in signing up to Cardiff's Healthy Travel Charter, which contains commitments to help organisations get their staff moving. We would encourage looking at this model as you should be considering how you encourage your own staff to make this shift, how you can reduce emissions in the way goods, services and people are moved and how you can plan future infrastructure and housing in a way that enables people to use low-carbon transport, public transport, walk or cycle.</p>

Objective

Specific assessment on progress

"Environmentally responsible and prosperous objective 4: promoting sustainable development and protecting the environment"

Progress towards this objective is rated as "owning your ambition". It is encouraging that you are performing well on recycling targets and have undertaken a number of projects to improve biodiversity. But towards this overall outcome, you need to consider the overall actions the organisation can have on a resilient and globally responsible Wales.

The goal of a resilient Wales is to maintain and enhance a biodiverse natural environment, to develop better awareness of our impacts as individuals and organisations, to ensure we are ecologically resilient, with healthy ecosystems, and to support community well-being. You discuss the planning decisions recently undertaken and the additional improvements agreed with the developers, we would **like to see how you are holding the developers to account**, using the [Future Generations Framework for Projects](#), which was designed with infrastructure in mind, and the new [Planning Policy Wales 10](#) guidance to ensure these new developments do not compromise future generations, such as prioritising renewable energy developments in the place of the extraction and use of fossil fuels. Similarly, for proposals around transportation you should be using [WelTag](#) in an effective way to truly consider options and impacts of new or adapted infrastructure.

For the sake of reversing nature decline, you should plan, design and manage Green Infrastructure in projects from the very start – not consider them as an afterthought or aside from the main economic and social planning of a project. Balancing economic, social, cultural and environmental well-being is challenging, but the Act is intended as a blueprint for how you take decisions seeking to create the most benefit and cause the least damage now and for the future. Therefore, **we would like to see how the planning, energy, economic decisions, transport and housing development decisions are being considered through the lens of the goals and five ways of working – integrating with the aims of this objective to protect the environment – in this year's reporting.** For example, in this year's reporting, we want to see evidence on how you're accelerating action to reduce your emissions, whilst bringing wider well-being benefits. How can residents assist? Is there a means of making less prosperous communities in the county become more self-sufficient and resilient through provision to make renewable energy ventures more affordable and accessible?

As a minimum, **we're asking public bodies to have mapped the areas over which you have control and which have the biggest emissions; to have a plan in place to reduce them** - immediate areas of focus should include carbon reduction through procurement, ultra-low emissions vehicles (fleet), buildings, fossil fuel divestment, decarbonising heat, transport and tourism. We have a commitment to a carbon neutral public sector by 2030 and targets to reduce our total emissions by 27% by 2020; by 45% by 2030 and 67% by 2040.



Objective	Specific assessment on progress
<p>"Aspirational and culturally vibrant – objective 5: raising standards of achievement."</p>	<p>You are seeking to improve overall standards of achievement in the Vale and have rated progress as "owning our ambition". We cannot see evidence that you are thinking about the long-term future of skills development and linking this objective to others on housing and promoting green growth skills or promoting economic growth and employment.</p> <p>The skills and training needs for a low carbon economy may need us to focus around the up-skilling and re-skilling of people around new technologies, industries, trades and approaches. We would like to see evidence that you are considering how collaboration with Regional Skills Partnerships can drive growth in low-carbon industries, how apprenticeships are geared towards a cleaner Wales of the future and the skills your own staff may currently need for this changing world of work. We also want to see how the schools in your area understand and are contributing to this, and your other objectives, as we would regard a failure to engage this important sector as not meeting your duty to take all reasonable steps to meet your well-being objectives.</p> <p>Education remains critical for promoting inclusive and equal economic growth. Different skill sets are now required for current and future generations. Experts say public and private sector need to work closer together to invest in sectors that are both poised for growth and benefit society including care, education, water, energy, digital and transport infrastructure. The Fourth Industrial Revolution is causing large-scale decline in some roles as they become redundant or automated. According to the 2018 Future of Jobs Report, 75 million jobs are expected to be displaced by 2022 in 20 major economies. At the same time, this could also create 133 million new roles, driven by growth in new products and services. With technological advances, creativity and problem-solving is a human advantage. You have recognised the importance of investing in future generations. With creativity as an important skill for the future world of work, you should be investing in encouraging young people to participate in arts, sport and recreation. We will shortly be publishing a journey towards this goal, which you should find useful in taking steps to meet this objective.</p>



Objective

Specific assessment on progress

"Active and healthy – objective 7
Encouraging and promoting active and healthy lifestyles

You have rated progress as "owning our ambition" and we have shared some of the examples of your work that are having multiple benefits within this objective, such as the well-being coordinators based at GP surgeries, with others already. It is encouraging to see the collaboration with the Health Board regarding healthy options food awards to local businesses, improving access to green space and maintaining Green and increasing Blue Flag awards. **You have rightly linked this objective to your objectives to improve the environment and you should also be linking these steps to your other objectives relating to the wider determinants of health, for example, your objective on housing.**

The WHO have identified that only 10% of the gap in health between top and bottom income quintiles for men and women within European countries is due to health services. Differences in quality of living conditions contributes to 29%, including poor housing and access to green space. Lack of agency, trust, belonging and insecure neighbourhoods explain 19% of the gap. Therefore, your connection to the objective to providing safe communities and decent homes is fundamental to promoting health. For example, Public Health Wales estimate poor housing costs Welsh society £1bn a year; addressing cold and damp housing can save £35 million - to the NHS in Wales over 20 years. Reducing air pollution in the UK shows a return of £6 per £1 invested. Increasing cycling and walking in urban areas can save £0.9 billion and increasing access to green and blue spaces improve mental and physical well-being.

We can see evidence that you are focusing on prevention and, over the coming years, we would like more public bodies to be moving towards pooling budgets and providing preventative spend for improving long-term health. The Commissioner has agreed a [definition of prevention](#) with the Welsh Government which can help you understand the different points of intervention. **We would like to see how this focus on prevention is progressing in this year's reporting.**

Its encouraging to see the investment in active travel within this objective. As identified for your objective 3, you and your partner organisations are significant employers in the area. Encouraging your staff and the staff of partner organisations to travel using walking, cycling and public transport improves their health, is likely to improve their health and the health of their families, and has a positive impact on the environment.



Objective

Specific assessment on progress

"Active and healthy – Objective 8: Safeguarding those who are vulnerable and promoting independent living

You have rated this objective as "being more adventurous" and it is encouraging that you have piloted approaches, such as the intensive family support approach to families on the edge of care. This is a preventative approach and your evaluation of the pilot has led to the re-commissioning of family services. **The learning from this work could usefully be shared with other public bodies facing the same pressures and we would like to see how this work is progressing in this year's report.**

The Public Services Board play a crucial role in the achievement of this objective and you should revisit the advice the Commissioner provided to your PSB on how they could best take steps to meet objectives, such as challenging current service delivery. Having approaches towards children and older people that are preventative and seek to break the cycle are important, but this is challenging in a time of increasing pressure.

The five ways of working are intended to bring the issue up from an operational concern and help you to consider what some of the more radical solutions may be. For example, there are companies here in Wales developing the latest technology in smart living, enabling older people to remain in their own homes for longer; there are initiatives aimed at joining the dots for vulnerable families, where the third sector work intensively with a family, the health services and social services to provide the right levels of intervention over the right period of time in an integrated and preventative way. Often, understanding someone's lived experiences in this context often gives a fresh perspective to shaping preventative services - what public services think they're getting right is often far different for people on the receiving end. **We would like to see how the PSB is now assisting you with progress towards this objective in your next Annual Report.**



Thank you & next steps

Thank you for taking part in this self-reflection process. We will be publishing overall findings later in the year.

We're using your feedback from your returns and the regional collaboration workshops to publish a revised tool you can download and use to inform your work.

The Commissioner will be shortly publishing advice on journeys to meeting the all of the national well-being goals that will assist you in reviewing the objectives and steps you have set.

We'll be providing more tailored advice on progressing towards your well-being objectives. This will be based on the most common themes arising from objectives across Wales. We'll be seeking your views on this approach as it develops.



This report was prepared with support from an Independent Review Team who designed and undertook the self-reflection of organisations progress against their well-being objectives for 2017-18.

Thank you to:



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