

## Consultation Response - Draft Gwent Well-Being Plan

### 1. Introduction

This paper provides comments and analysis on the draft Gwent Well-being plan for consideration from Caerphilly Over 50 (50+Forum) - an independent voluntary organisation run for the benefit of older people. Our aim is to improve the quality of life for the residents of Caerphilly Borough.

The Well-Being Plan (WBP) 2018 – 2023 produced by the Caerphilly Public Service Board (PSB) raised significant concerns for both Caerphilly Over 50 and the Older People's Commissioner (OPC) (Sarah Rochira); see Appendix I. No material changes in the WBP resulted from our intervention.

NOTE: The reference of the OPC to the lack of any specifics in the 2018 – 2023 WBP is germane to later comments in this paper.

Prior to the development of the next 5-year WBP, the 5 Local Authorities (LAs) of Gwent decided, as permitted by Welsh Government, to produce a joint WBP. To the best of my knowledge, there was little or no general public information that this was to take place and, certainly no consultation or involvement of residents. However, from the experience with the first WBP, this seemed a reasonable move in respect of those bodies responsible for Gwent, for example, the Health Board and Police and if each LA would still produce a local plan.

### 2. A Strategic Plan

A Well-Being Plan, spanning as it does, a five-year period surely qualifies as a Strategic Plan.

From the Gwent Well-Being Assessment, together with the 5 LA Assessments, it should be possible to present a brief review of the current state and an explanation of why certain aspects have been selected for improvement. The Plan should then provide a positive vision of where Gwent will be in five years' time.

It is no secret that the UK is still subject to considerable financial pressures. This plan should be open and transparent about the scope of the WBP and the limitations because of these financial issues.

Appendix II defines and sets out the attributes of a strategic plan.

The Gwent Draft WBP (page2) says it must include “– the *long-term vision* for where we want to get to. The plan needs to *explain* what we want to do, *why* we chose the objectives, using the findings of the Well-being Assessment, and how we think the objectives can improve well-being.”

**But the draft WBP does not set out a long-term vision.** While each ‘Objective’ explains why it was selected it cannot be judged against an overview of alternative choices.

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### 3. Five Ways of Working Gwent Draft WBP (page3)

“We will need to work together to see what we’re each doing in a community and how this affects what we do, individually and in partnership.”

So, how did the Gwent PSB work to develop this Well-Being Plan? Surely, they should have been *working together* developing a shared *vision* and establishing where and how they sought to make improvements.

Does this suggest that by creating the Gwent PSB and attempting to integrate 5 LAs has led to greater complexity with the result that, as this paragraph suggests it has not been possible to make necessary progress?

“Finally, but most importantly, we want our communities, ..... to identify the issues which are most important to them.”

This should already have been done. A significant issue with producing such a superficial “plan” is that it does not provide sufficient material to comment on in the “Survey”.

### 4. Draft Well-being Objectives

The Draft Gwent Well-Being Plan presents 3 areas for improvement that have been identified, described as “draft objectives”.

- We want to create a fair and equitable Gwent for all.
- We want to create a Gwent that has friendly, safe and confident communities
- We want to create a Gwent where the natural environment is protected and enhanced.

The use of “*want*” is too passive making the outcomes appear uncertain. Far better to be positive and assertive and state “We will”.

#### *Definition of “OBJECTIVE”*

There is frequently confusion over the distinction between a “GOAL” and an “OBJECTIVE”. What is the difference between a goal and an objective?

The primary difference between goals and objectives is that a goal refers to the desired outcome. An objective is a measurable milestone that refers to specific

actions and accomplishments. Therefore, objectives are more measurable than goals.

Measurability: Goals can be intangible and immeasurable, while objectives are almost always quantifiable and measurable.

## Setting good well-being objectives

(Future Generations Commissioner report: Chapter 4)

**Long-term:** start from an understanding of how Wales and your area might be different several generations from now, and what your long-term vision is.

**Involvement:** consider how well you understand the diversity of needs and lived experiences of citizens who will be affected by your objectives, how you will reach out to the diverse groups affected and how you will use this to inform your objectives.

**Transparency** and involvement are important.

### Set clear objectives and steps

Have you set clear objectives and steps?  
Are they SMART?

Can people understand the difference between your objectives and steps?

Are you clear as to how and when you will meet these steps and objectives?

Can people understand what you're trying to achieve, and why?

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The Draft Well-being 'Objectives' do not meet any of the above criteria. They would be difficult to describe as 'goals'. A more relevant description would be 'aspirational hopes'.

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**The Evidence** Why did we choose this objective?

Each of the 3 'Objectives' gives a very clear explanation of the evidence available that indicated these were suitable entities to focus on in this Well-Being Plan.

**The Steps** How will we achieve the objective?

Preceding each sentence of the descriptor with 'By' does not actually mean this explains 'How' each programme will be achieved.

Gwent Draft WBP (page2) defines 'Steps':

"Steps – the short-term **actions** we're going to do to deliver the objectives."

The actual 'Steps' as describes are predominantly substantive programmes/projects in their own right. As such they deserve their own SMART analysis.

**Performance Management** How will we know that we are making progress?

This would surely require a clear vision of what is expected to be achieved within the 5-year time frame of the Well-Being Plan. This would in turn require development of the SMART parameters of each of the 'Steps'. Many of the 'Steps' are not likely to be brought to completion after 5 years.

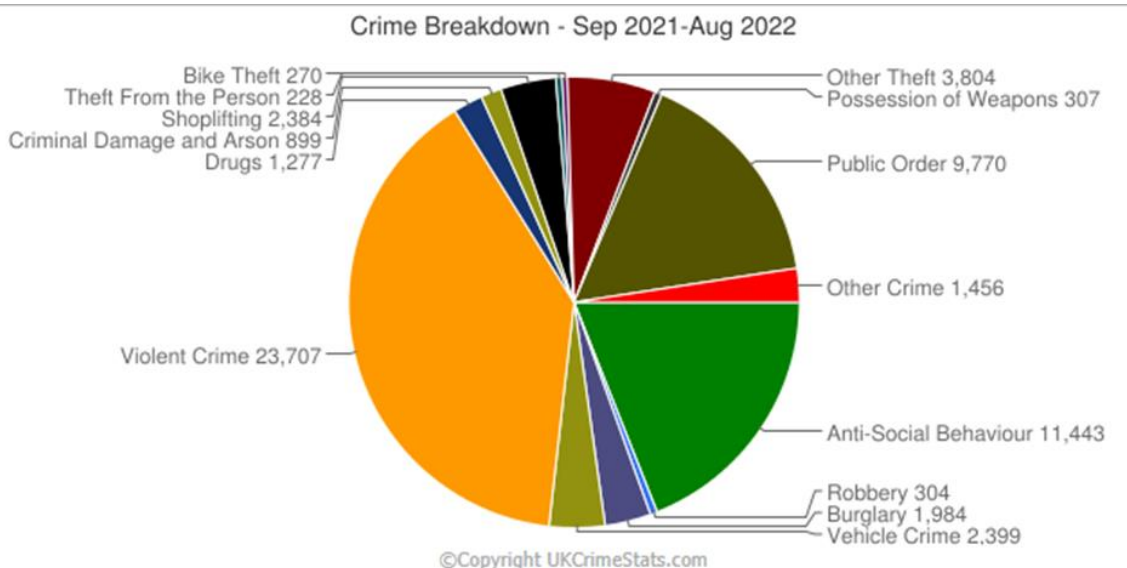
## 5. Comments on selected examples of Draft Well-Being Plan "Steps"

**Objective 2.1** By creating a safer Gwent by reducing anti-social behaviour, preventing crime as much as possible, improving road safety and enhancing our green spaces.

Preventing crime would equate to Reducing crime.

### Crime Plus ASB Breakdown for Gwent Police

[https://www.ukcrimestats.com/Police\\_Force/Gwent\\_Police](https://www.ukcrimestats.com/Police_Force/Gwent_Police)



## Setting good well-being objectives

(Future Generations Commissioner report: Chapter 4)

### **Be brave and be challenging**

Embrace uncertainty, step outside your comfort zone and check you're seeking answers (or progress) against the difficult questions.

Set annual targets over the 5 years of the Plan

State how Crimes and ASB will be targeted: by location or by type.

State how non-targeted area or type will be monitored to ensure they are not worsening.

Caveating crime reduction with "as much as possible" does not fit "Be brave and challenging".

## Setting good well-being objectives

(Future Generations Commissioner report: Chapter 4)

Can people understand what you're trying to achieve, and why?

## **Charge Rate**

Recorded crime in England and Wales has hit a 20-year high as the proportion of offences leading to court action fell to a new low, official figures show.

Just 5.6% of offences reported to police led to a suspect being charged or summonsed in 2021-22, down from 7.1% the previous year and from 16% in 2014-2015, Home Office figures reveal.

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A more appropriate objective would be to improve the charge rate setting a challenging object of improving by 1.5% each year of the 5-year plan, returning to the level of 2014 – 2015.

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**Objective 2.5** By reducing digital exclusion and embracing digital innovation.

How will this be integrated with other similar initiatives?

What is the annual target for training individuals to a safe standard?

How will you ensure that selected individuals can afford digital access and that they are sufficiently competent and interested?

### **Older People's Commissioner Mandate**

Not all residents will want or be able to use digital devices. The Older People's Commissioner has mandated that bodies such as LAs and Health Boards must make provision for digitally excluded to be able to access information and services.

This must be included in this Objective!

**Objective 1.2** By ensuring that our communities feel empowered, healthy and safe.

### Setting good well-being objectives

(Future Generations Commissioner report: Chapter 4)

#### 3. Bring people together

Seek to involve a wide range of people from across your organisation, other organisations and people who use your services.

#### 5. Be brave and be challenging

Embrace uncertainty, step outside your comfort zone

### **Age-Friendly Communities AFCs)**

Anglesey LA have applied for accreditation to the Age-Friendly Community. In their letter of commitment to the Older People's Commissioner they have made the imaginative step of integrating their Well-Being and Age-Friendly Plans.

*"Harness and develop the objectives detailed within our local Wellbeing and a Strategy for An Ageing Society plans to create a three-year Age Friendly Action Plan in collaboration with a range of partners and stakeholder."*

## AFCs should be a significant part of the Gwent well-being plan

### 6. Elements of Participation

#### The 'Ladder of Engagement and Participation'

There are many different ways in which people might participate in health depending upon their personal circumstances and interest. The 'Ladder of Engagement and Participation' is a widely recognised model for understanding different forms and degrees of patient and public involvement, (based on the work of Sherry Arnstein?). Patient and public voice activity on every step of the ladder is valuable, although participation becomes more meaningful at the top of the ladder.

Devolving	Placing decision-making in the hands of the community and individuals. For example, Personal Health Budgets or a community development approach.	
Collaborating	Working in partnership with communities and patients in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.	
Involving	Working directly with communities and patients to ensure that concerns and aspirations are consistently understood and considered. For example, partnership boards, reference groups and service users participating in policy groups.	
Consulting	Obtaining community and individual feedback on analysis, alternatives and / or decisions. For example, surveys, door knocking, citizens' panels and focus groups.	
Informing	Providing communities and individuals with balanced and objective information to assist them in understanding problems, alternatives, opportunities, solutions. For example, websites, newsletters and press releases.	

The Future Generations Act places strong emphasis on **Involvement**.

### SPSF 3: Collective role

#### Wider Participation

44. The public services board should seek to engage in a *purposeful* relationship with the people and communities in the area

#### Chapter 2 - Assessing the state of well-being in the area

50. There is a broad spectrum of economic, social, environmental and cultural expertise available for them to draw on, such as youth forums, community groups, **older people's forums**.

## SPSF 1: Core guidance

### 1. Introduction.

2. The Act provides for better decision-making by ensuring that those public bodies take account of the long-term, help to prevent problems occurring or getting worse, take an *integrated and collaborative approach*, and *considers and involves people of all ages*.

### Service planning and delivery

*Involve* people and communities in decisions which may change the services you provide to them.

### Management of assets

*Involve* people and communities in decisions about the management of assets, so they can be used for the benefit of communities.

### Planning your *involvement* (well-being statement)

87. An important success factor for sustainable development is to obtain greater *consensus* and strengthen community *involvement* in both deciding on priorities, and on delivery. The Act therefore provides the opportunity to rethink *how* people are *involved*.

88. Within the well-being statement, you are required to explain how you propose to *involve* other persons with an interest in achieving the well-being goals and ensure that those persons reflect the diversity of the population. The content of the statement should include the following:

How and when will people be *involved*? What will they be *involved in*? Who will be *involved*? What resources are needed to deliver the *involvement*? How will feedback be given to people who were *involved*?

When explaining how you will *involve* people consideration should be given to how this information can assist people and communities *to be involved*. It should be clear to people *how and when they can be involved*.

### Collaboration + Involvement =

There is a particularly strong link between working *collaboratively and involving* people. It may be helpful to consider this link when planning opportunities to *collaborate with or involve* organisations, communities and people.



## 7. Local Delivery Groups

Local Delivery Groups (LDGs) have been set up to deliver the PSB's objectives at the local level. LDGs will be able to better connect with and draw on local expertise and groups to provide a local flavour.

Apparently the CCBC were offered the opportunity to invite the Chair of Caerphilly Over50 to participate in their planning but did not take it.

Are they embracing involvement, as outlined above, in any sense with local people?

Will they be publishing their plan (the lowest level of participation- information)? Is it likely to be a plan with SMART measures rather than a list of statements?

Since it is a part of the Well-Being Plan process, should they not, at least open the plan to consultation?

## 8. Meaningful Participation

Participation does not appear to have advanced beyond Information and Consultation. Through this Well-Being Plan there should be recognition that Involvement is a requirement of the Act and action plans should be included to develop better processes to ensure adequate Involvement.

The Age-Friendly Communities initiative is the responsibility of individual LAs. Caerphilly LDG should take the opportunity to follow the initiative of Anglesey and integrate the local Well-Being action plan with an Age-Friendly agenda. This would enable Caerphilly to develop initiatives to improve Involvement, which should be incorporated into their integrated plan.

## 9. Conclusion

We want to see a Well-Being **PLAN** that has clear, long-term objectives and challenging action plans to meet the targets. These must be *Specific, Measurable* and *Time-Bound*. The latter should be more than the 5-year limit of the overall programme and include at least annual targets. *Relevance* should be tested once the Well-Being Plan is redefined with more specific objectives and actions. Only then will it be possible to assess if these objectives are *Achievable*.

Dr Ralph Stevens

22/11/2022

Chairman, Caerphilly Over 50

(Caerphilly County Borough 50+ Forum)

## Appendix I

### Request for Meeting with PSB to Discuss Caerphilly Well-being Plan

Dear Councillor Poole

50 Plus Fora were created in 2004 as part of the Welsh Assembly Government's Strategy for Older People to enable older people across Wales to have the opportunity to get their voices heard on issues that matter to them. They are formally recognised by both national and local governments.

The aims of the forum are:

To act as a focus for the views of the over 50's in the borough

To speak with a voice that represents those views as fairly as possible; and

To make sure that this voice is effective

The Caerphilly 50plus Forum responded to the draft Well-being plan with their concerns, outlined below. We also contacted the office of the Older People's Commissioner to seek their view on the plans. Their concerns are also reproduced below.

The Steering Committee of the 50plus Forum have asked me, together with our Vice Chair (Steve Milsom) and a representative from the Commissioner' office (Iwan Williams) to seek a meeting with the Public Service Board to discuss the Well-being plans. As chair to the PSB, I would be grateful if you could arrange a meeting to take place as soon as possible and before the Well-being Plan is finalised for publication.

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#### 50Plus Forum Key Points

We believe that the plan marginalises the older population in Caerphilly.

The approach taken in drafting the Plan is deficient in that there is:

- No reference to addressing needs of an ageing population even though that is one of the greatest challenges to society according to many commentators.
- No impact analysis of the demographic change in Caerphilly population and increasing numbers of very old people and increasing numbers with dementia and the services and support they will need
- No reference to creating age friendly communities (including dementia supportive communities)
- No mention of the substantial role of carers
- Whilst some of these issues may be implicitly included they need to be explicitly visible, otherwise you are "air-brushing" ageing out of the plan
- Whilst ensuring a good start to life for children is essential and this may help in later life, there cannot be reliance on this alone as a response to an ageing population. Research shows that a bigger influence on a "good old age" is the life course experiences of an individual and in particular major events that disadvantage them

e.g. divorce, early bereavement of spouse, employment history, accidents, disability, financial crisis etc.

These issues should be addressed in the final published version of the document

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## Older People's Commissioner's Office Key Points

I have looked at the draft Caerphilly Wellbeing Plan and your comments, and I share your concerns. It's a very short document, which is fine if it's comprehensive, provides an inclusive vision and addresses the key issues. However, and as you've rightly pointed out, it's a document which omits the key issues for older people and lacks that strategic drive and clarity of purpose for older people in Caerphilly Borough. There are very few references that apply:

- All-age apprenticeship programmes...Providing training, support, apprenticeships and employment opportunities that are appropriate for all ages and sectors of the community
- Loneliness and isolation linked to an ageing population
- Support adults and children in Gwent to live healthily and to age well, so that they can retain independence and enjoy a high quality of life into old age
- Whilst these are welcomed, they 'skim the surface' in terms of what matters to older people, and doesn't address the six key goals/aims put forward by the OPC to all Public Services Boards:
- A specific reduction in the number of older people falling in the Local Authority within the first three years of the Local Wellbeing Plan, with explicit subsequent five year targets;
- A specific reduction in the number of older people affected by domestic abuse in the Local Authority within the first three years of the Local Wellbeing Plan, with explicit subsequent five year targets;
- A specific reduction in the number of older people affected by loneliness and isolation in the Local Authority within the first three years of the Local Wellbeing Plan, with explicit subsequent five year targets;
- A specific increase in the number of older people with dementia supported to live well in their communities within the Local Authority within the first three years of the Local Wellbeing Plan, with explicit subsequent five year targets;
- A specific reduction in the number of older people living in poverty in the Local Authority within the first three years of the Local Wellbeing Plan with explicit subsequent five year targets. Indicators could include: increased retention of or return to employment by people aged 50+, increased uptake of financial entitlements amongst older people, and a reduction in the number of older people affected by fuel poverty; and
- A specific increase in the number of older people who are and feel safe in their local communities and are actively able to do the things that matter to them, within the first three years of the Local Wellbeing Plan, and with explicit subsequent five year targets.

## Appendix II

### Strategic Planning

**Goals, outcomes, and benefits of strategic planning include the following:**

- Defining an overarching vision for the organization
- Identifying areas of excellence in which to invest
- Acquiring necessary resources for new initiatives
- Prioritizing critical issues
- **Aligning organizational goals so that stakeholders are moving in a common direction**
- Increasing motivation, commitment, and teamwork/Enhancing communication
- Adapting more effectively to changing circumstances
- Positioning an organization to be competitive
- Developing shared criteria for evaluation

**The process of strategic planning itself seeks to answer four fundamental questions:**

- Where is the organization today?
- Where should the organization be in the future?
- How should the organization get there?
- Is the organization getting there?