

Public Document Pack

Conwy and Denbighshire Public Services Board

Arcadia Room, Venue Cymru, Llandudno LL30 1BB

Thursday, 30 November 2017

1.30 pm

STATUTORY MEMBERS	
Conwy County Borough Council Councillor Gareth Jones (Leader of the Council) Iwan Davies (Chief Executive)	Betsi Cadwaladr University Health Board Bethan Jones (Area Director) Evan Moore (Executive Medical Director)
Denbighshire County Council Councillor Hugh Evans (Leader of the Council) Mohammed Mehmet (Chief Executive)	Natural Resources Wales Siân Williams (Head of Local Delivery North) North Wales Fire and Rescue Service Simon Smith (Chief Fire Officer and Chief Executive)

INVITED PARTICIPANTS	
Community and Voluntary Support Conwy Wendy Jones (Chief Officer)	North Wales Police Siân Beck (Detective Superintendent)
Wales Community Rehabilitation Company Judith Magaw (Head of North Wales Local Delivery Unit)	National Probation Service Andy Jones (Assistant Chief Executive)
Denbighshire Voluntary Services Council Helen Wilkinson (Chief Executive)	Welsh Government Representative Sioned Rees (Head of Escalation and Special Measures Support)
Public Health Wales Rebecca Masters (Consultant in Public Health)	Office of the North Wales Police and Crime Commissioner Stephen Hughes (Chief Executive)

Hannah Edwards, PSB Development Officer

Conwy County Borough Council, Bodlondeb, Conwy, LL32 8DU

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AGENDA

1 APOLOGIES FOR ABSENCE

2 MINUTES OF LAST MEETING (Pages 5 - 10)

3 MATTERS ARISING

The Chair will lead on this item.

4 LIVING HEALTHIER, STAYING WELL (Pages 11 - 26)

Report by Sally Baxter (BCUHB)

1.45 p.m. – 2.00 p.m.

5 DENBIGHSHIRE COUNTY COUNCIL - CORPORATE PLAN (Pages 27 - 38)

Report by Mohammed Mehmet (Denbighshire County Council)

2.00 p.m. – 2.30 p.m.

6 BREXIT IMPLICATIONS

Presentation by Ken Cook (Welsh Government)

3.00 p.m. – 3.30 p.m.

7 DISCUSSION ON CURRENT LEADERSHIP CHALLENGES AND RISKS FOR THE COUNTIES

The Chair will lead on this item.

3.00 p.m. – 3.55 p.m.

8 DRAFT WELL-BEING PLAN

Consultation update and proposal for Workshops.

Verbal report by Fran Lewis and Nicola Kneale.

3.55 p.m. – 4.05 p.m.

9 CONFIRMATION OF WELL-BEING PLAN TIMETABLE (Pages 39 - 40)

Verbal report by Fran Lewis and Nicola Kneale.

4.05 p.m. – 4.15 p.m.

10 FORWARD WORK PROGRAMME (Pages 41 - 44)

The Chair will lead on this item.

4.15 p.m. – 4.20 p.m.

11 WELSH ASSEMBLY INQUIRY (Pages 45 - 50)

PSBs and Anti-Poverty (for information)

Report by Fran Lewis and Nicola Kneale.

12 ANY OTHER BUSINESS

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CONWY AND DENBIGHSHIRE PUBLIC SERVICES BOARD

Minutes of a meeting of the Conwy and Denbighshire Public Services Board held in Elidir Room, Rhyl Community Fire Station, Coast Road, Rhyl on Thursday, 28 September 2017 at 1.30 pm.

PRESENT:

Bethan Jones (Chair) – Betsi Cadwaladr University Health Board
Sian Beck – North Wales Police
Iwan Davies – Conwy County Borough Council
Councillor Gareth Jones – Conwy County Borough Council
Mohammed Mehmet – Denbighshire County Council
Sioned Rees – Welsh Government
Simon Smith – North Wales Fire & Rescue
Helen Wilkinson – Denbighshire Voluntary Services Council
Sian Williams – Natural Resources Wales

OFFICERS:

Hannah Edwards – Public Services Board Development Officer (Conwy CBC)
Nicola Kneale – Strategic Planning Manager (Denbighshire CC)
Fran Lewis – Corporate Performance and Improvement Manager (Conwy CBC)
Shân Morris – Corporate Planning Manager (NW Fire & Rescue Service)
Megan Vickery – Engagement Officer (Central, BCUHB)

IN ATTENDANCE:

Steve Price – Democratic Services Manager (Denbighshire CC)
Sharon Walker – Committee Administrator (Denbighshire CC)

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Hugh Evans (Denbighshire County Council), Andy Jones (National Probation Service), Wendy Jones (Community and Voluntary Support Conwy), Rebecca Masters (Public Health Wales) and Dr Evan Moore (Betsi Cadwaladr University Health Board).

2 MINUTES OF LAST MEETING

The minutes of the Conwy and Denbighshire Public Services Board (PSB) held on 26 July 2017 were presented for approval.

Minute 12 – the PSB Development Officer (Hannah Edwards) confirmed that information being sought from the Welsh Government on the duties under the Transport Act would be in relation to the need to improve access to efficient and affordable transport options.

Sian Williams (Natural Resources Wales) confirmed a Stakeholder Workshop would take place in Bangor in October 2017 - details to be circulated to Members.

RESOLVED that the minutes of the Conwy and Denbighshire PSB held on 26 July 2017 be approved.

3 MATTERS ARISING

The PSB Development Officer (Hannah Edwards) confirmed she had written to the invited Partners and she contacted both the Probation and Crime Commissioner but was yet to receive a response.

Sioned Rees (Welsh Government) confirmed she will present a report on the Effect of Brexit on EU Funding at the meeting being held on 30 November 2017.

The Chair expressed her gratitude to the administrator for capturing the details of the meeting as it had been a very long session.

4 PSB REPORT TEMPLATE - PUBLIC INTEREST TEST

The Public Services Board Development Officer (Hannah Edwards) advised Members of the amended Local Authority public interest test form which could be utilised for the PSB in the future.

Discussion took place and it was confirmed that Denbighshire County Council have developed a Well-being Impact Assessment template which the PSB could utilise as a basis to form their own template.

The question of future venues which could also accommodate members of the public was raised. The PSB Development Officer confirmed she would enquire as to available venues for future meetings.

RESOLVED

- (i) *That the PSB Public Interest Test be approved.*
- (ii) *That future meetings of the Public Services Board be made public.*
- (iii) *That the PSB agenda and papers be published on the Conwy and Denbighshire website in advance of the meeting.*

5 DRAFT WELL-BEING PLAN

The Chair introduced the Draft Well-being Plan report to obtain approval for consultation.

Under the Well-being of Future Generations (Wales) Act 2015, the Public Services Board (PSB) was required to prepare and publish a Well-being Plan, which set out its local objectives and the steps to meet them.

The Plan submitted to PSB was a first draft to gauge opinions and suggestions on the document.

During discussions, the PSB Members suggested:

- more graphics and basic descriptions to be used rather than statements which were too technical for the public.

- the plan needs to be high level and reference removed to specific outcomes and actions
- that each priority be broken down into three categories - a description of the current situation, what would happen if nothing was done and the PSB's ambition for the future.
- priorities contained within the Plan would need to be aligned with the corporate plans of partner organisations.
- the Plan needs to focus on the long term and the impact of what our communities could look like in the future.

The role of the Part 9 Board was raised in an attempt to avoid potential duplication of work. It was suggested to respond to the North Wales Population Assessment and Regional Plan consultation.

It was agreed to keep all the draft priorities within the Plan for the consultation. It was stated that cross referencing would take place if a separate body was delivering on the same priority as the PSB, but the PSB would take an overview.

It was confirmed that a redraft of the Plan would take place following the suggestions put forward during the meeting and a meeting would be arranged to go through the Plan with members in attendance (if available to attend).

Officers would go back to reference groups during the consultation period.

(b) PRIORITY LEADS

It was agreed to agenda the item when the Plan was out for consultation.

RESOLVED

- (i) *That the Well-being Plan is redrafted for consultation*
- (ii) *That the proposed consultation questions are approved*
- (iii) *That a graphic designed summary version of the Well-being Plan be commissioned for the consultation*

6 GOVERNANCE ARRANGEMENTS FOR WELL-BEING PLAN

The Chief Executive of Denbighshire County Council introduced a verbal presentation on the Governance Arrangements for the Well-being Plan.

Given there was a single plan, it raised questions of what were the governance arrangements for it and who would be taking ownership. One suggestion was that the PSB could take ownership or, alternatively, officers could take the priority lead with PSB being responsible overall.

It was confirmed that if PSB were to be the governing body it would assist from organisations perspectives. Actions could then be taken out of PSB.

There had been nothing within the Act which would stop a sub-group taking place within PSB and it would be an opportunity to look at a different approach.

Everyone agreed it would prove advantageous to present to all elected Members an explanation of what the PSB was and how it worked. It would be about focusing on communities rather than organisations. There would be no advantage in creating more bureaucracy but the intention would be to show Members the real purpose of the PSB.

Partnership processes which a number of organisations worked with would be assessed, and as a consequence of the debate, at the next meeting to be held in November, the respective corporate priorities of PSB members would be presented to understand the alignment between various organisations. The Board would look how to influence and support each other.

The Chief Executive of Denbighshire County Council confirmed he would close down the Denbighshire Strategic Partnership and volunteered to present the Corporate Plan for 2017-2022 at the next meeting of PSB.

The North Wales Police confirmed to also present their Corporate Plan at the next meeting of PSB.

The presentation of Corporate Plans at PSB meetings would be a rolling progress.

RESOLVED

- (i) *That the PSB agree to meet with Members to provide a full explanation of the role of the PSB.*
- (ii) *For each PSB partner to present their respective Corporate Plans at future PSB meetings as part of a rolling programme.*

7 PSB SCRUTINY ARRANGEMENTS

The Democratic Services Manager, Denbighshire County Council, presented the future Scrutiny arrangements of the Public Services Board (PSB) report.

The Scrutiny Officer in Conwy County Borough Council had been consulted regarding the report and had approved the contents.

Section 35 of the Well-being of Future Generations (Wales) Act 2015 required that a Local Government Scrutiny Committee was designated to scrutinise the work of the (PSB) for that area. The intention was to place responsibility for challenge and accountability locally rather than on Welsh Ministers.

At the PSB meeting held in September 2016, it was advised that the Welsh Government (WG) had commissioned Public Governance Wales to undertake a research project and develop a guidance on the scrutiny of PSBs. The Guidance, published in August 2017, detailed the strategic function and purpose of PSB scrutiny. It also outlined different approaches adopted across Wales for the scrutiny of PSBs.

With a view to ensuring that the statutory duties relating to the publication of the PSB's Well-being Plan were met, both Local Authorities' designated Scrutiny Committees had already scheduled consideration of the draft Well-being Plan into

their committee's work programmes for November 2017 meetings. This would ensure that both councils' committees would have sufficient time to consider options for the future scrutiny of the PSB and make suitable provisions to properly establish their preferred arrangements.

The following was discussed:

- Each Local Authority was to make a decision as to how to scrutinise and whether to have a joint scrutiny.
- It would be the decision of the Local Authorities as to whether other bodies or members may be co-opted on to the Scrutiny Committee for PSB.
- Because of the time scales involved and needing to get the Plan out for public consultation, the separate Scrutiny Committees would be retained but the PSB's preferred future option would be to have a joint Scrutiny Committee.
- The scrutiny of the PSB would be put before each Local Authority Members for their views and the feedback would be brought back to a future PSB meeting.
- PSB Board Members agreed a Protocol be put in place, similar to the one currently used by Wrexham County Council, to lay out systems.

RESOLVED that the PSB provide observations on its preferred scrutiny arrangements to Conwy and Denbighshire councils' designated PSB Scrutiny Committees.

8 FUTURE GENERATIONS COMMISSIONERS REPORT

The Strategic Planning Manager, Denbighshire County Council, introduced the National report from the FG Commissioner.

The FG Commissioner had reviewed all national Well-being Assessments and produced a Wales-wide report that was "intended to help PSB Members, teams and the public service more broadly to focus on the key things that needed to change and to build on collective learning so far.

The report contained 17 recommendations across three themes.

It was explained that scrutiny guidance gave the framework of questions to keep them high level. There was a need to respond to recommendations specific to Conwy and Denbighshire.

It was agreed to use specifically Conwy and Denbighshire feedback from the FG Commissioner to shape reference groups.

RESOLVED that:

- *With a number of recommendations to consider across the three topics, it was suggested that each topic was placed on the PSB's Forward Work Programme for thorough consideration at future meetings,*
- *At future meetings, the recommendations could be discussed in workshop format, considering the following questions for each:*
 - *Does the Conwy/Denbighshire PSB agree with the recommendation?*

- *If so, how should things look in the future?*
- *What steps need to be taken to achieve the future vision, who should be involved and when?*
- *Do the resources exist for the PSB to call on?*

9 FORWARD WORK PROGRAMME

The Forward Work Programme was presented and the following additions were noted:

30 November 2017

- Sioned Rees (Welsh Government) to present a report on the effect of Brexit on EU Funding
- Presentation of Corporate Plans from North Wales Police and Denbighshire County Council
- Initial feedbacks from workshops and confirmation of Well-being Plan timetable.

10 ANY OTHER BUSINESS

PSB Development Officer informed Members of the Board there is a First 1000 Days Collaborative Workshop taking place on 13 December 2017 in Cardiff – details will be circulated.

The meeting concluded at 3.45 p.m.

REPORT TO: Conwy and Denbighshire Public Services Board
DATE: 30 November 2017
LEAD OFFICER & ORGANISATION: Bethan Jones, BCU HB
CONTACT OFFICER & ORGANISATION: Sally Baxter, BCU HB
SUBJECT: **Draft Health Board strategic priorities
– Living Healthier, Staying Well**

1. PURPOSE OF THE REPORT

- 1.1 The purpose of the report is to share information on the draft priorities within the BCU HB corporate strategy programme, **Living Healthier, Staying Well** and to seek feedback from the Public Services Board.

2. EXECUTIVE SUMMARY

- 2.1 The **Living Healthier, Staying Well** programme has developed proposals for transformation of the way the Health Board works, for discussion with our population, service users and carers, partner organisations, the third sector and community groups, and our staff.

The full details can be found in the papers submitted to the Health Board meeting on 20 October 2017 which describe the proposed long term strategic direction for the Health Board for the next ten years. These papers can be found under item 1 at [BCU HB Board meeting 19 10 17](#). These include the initial priority areas which have been identified for the first three years of the strategy, as set out in the attached community engagement document.

Following further refinement in the light of feedback from the current engagement process, these will steer the Health Board's three year plan which will be developed for 2018 - 2021.

3. RECOMMENDATION(S)/OPTIONS

- 3.1 The Public Services Board is asked to consider the draft priorities and note any comments to feed back to the Health Board.

4. BACKGROUND INFORMATION

- 4.1 Having a clear and well thought out strategy will help achieve the vision, principles and values of the NHS in North Wales and contribute to sustaining safe, effective patient care.

NHS Wales planning guidance has confirmed the requirement for every NHS organisation to have a long-term strategy which should "set out the organisation's strategic goals; outline the 'roadmap' which the organisation will follow and describe how it will address any key strategic challenges or opportunities." The development of a clear and comprehensive strategy for the Health Board is also one of the key elements of the Special Measures Improvement Framework.

4.2 The strategy has been taken forward through three core programme groups:

- **Health Improvement, Health Inequalities**
- **Care Closer to Home**
- **Acute Hospital Care**

Alongside these there have been additional workstreams established for specific groups:

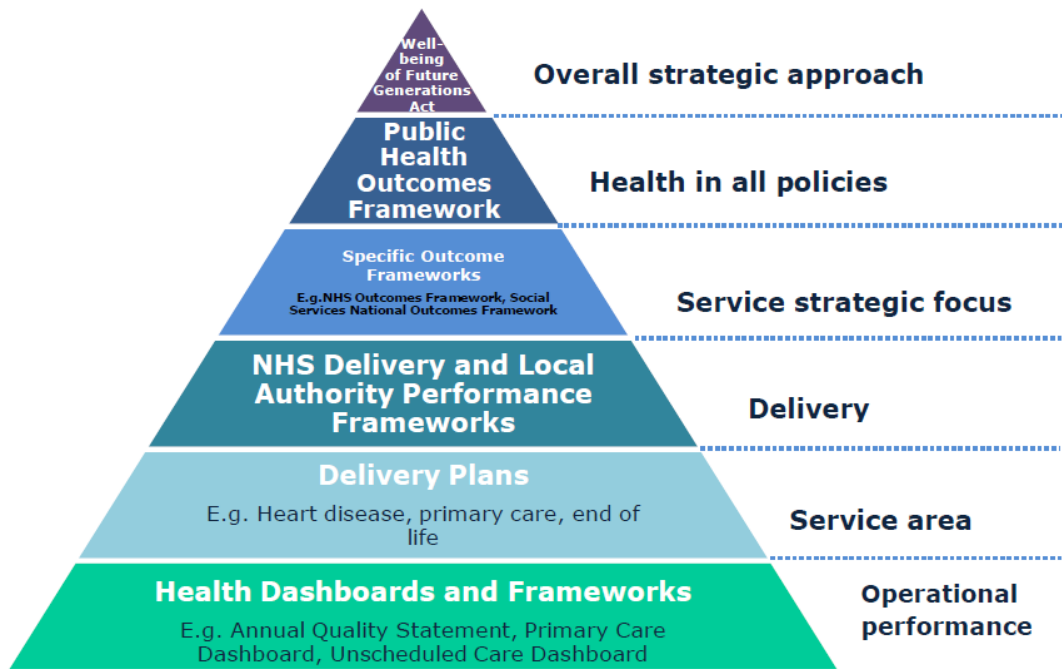
- **Children and Young People**
- **Older People**
- **Mental Health Strategy**

4.3 Although this is a corporate strategy for the Health Board, in many areas we have undertaken joint work to develop priorities.

- Collaboration on the Population Assessment under the Social Services and Well-being Act and the development of the Well-being Assessments under the Well-being of Future Generations Act has informed the strategy programme
- The priorities in Care Closer to Home have been developed with input from colleagues in different sectors and building on joint working in the Areas
- The Children and Young People's workstream adopted a partnership approach and will support the Regional Partnership Board
- Discussions have taken place about integrating the next phase of the Older People's workstream into a partnership action plan to support the Regional Partnership Board with shared commitment and values.
- The Mental Health Strategy which was approved by the Board in April 2017 has also been linked into the strategy programme. This work is being implemented through the Together for Mental Health In North Wales Partnership Board

We will seek to work with partners further to ensure that there is consistency with – but not duplication of - the work of Public Services Boards being taken forward through the well-being plans.

The strategy programme has been developed in the context of the increasing recognition of the importance of delivering sustainable health and well-being outcomes for the population. The figure below, taken from Measuring the health and well-being of a nation (Welsh Government and Public Health Wales, March 2016) illustrates the broad context and links between strategic, policy and operational strands.



Our strategy has adopted an outcomes-based approach that shows clearly how we will contribute to achieving population health outcomes, using the Public Health Outcomes Framework and linked to the national Well-being of Future Generations indicators.

Each of the programme workstreams is developing a logic model approach which will set out the inputs required to deliver the priorities and will also describe the measures which will be used to measure the outputs and outcomes, linked to the Public health Outcomes Framework and the WFG outcome indicators.

5. CONSULTATION

5.1 The programme has been supported throughout by continuous engagement and involvement of representatives of partner organisations, stakeholders, community groups, people with experience of our services and carers.

In 2014/15 an extensive listening exercise was undertaken across North Wales in which we took time to stop and listen to what is important to people in relation to their health and healthcare, what works well in North Wales and what we need to do better. During 2015, we also undertook a major formal consultation on the future of women’s and maternity services, which gave the Board a clear understanding of the views and needs of women and their families on these important services.

In 2016 we continued to connect with local groups and partnerships in establishing the strategy process. In the autumn, this was further enhanced by the Welsh Government’s engagement exercise, Delivering a Healthier North Wales.

During 2017, we have held a series of targeted events to inform specific issues within the strategy programme and more general discussions with a wider range of groups. This has included broad staff involvement.

We are now undertaking a further period of engagement to gather feedback on the overall emerging priorities.

6. RESOURCE IMPLICATIONS

6.1 The resource implications of the priorities identified – financial, workforce and infrastructure - are being analysed and will feed into the development of the three year plan. The assessment of the impact will be modelled on evidence of the impacts on population health and demand for healthcare.

7. RISK

7.1 A detailed risk and issues log has been maintained for the strategy programme and the overall risk of failure to develop a strategy is included within the BCU HB Corporate Risk Register. In respect of collaborative working with the Public Service Boards, there is a risk of failure to ensure sufficient connection between priorities of the Health Board and the emerging priorities of the PSBs. The sharing of the draft priorities with PSBs will test this and provide opportunity to address any significant issues.

There is a further risk that confusion, or over-consultation, may arise from the consultation on the well-being plans and the Health Board engagement on strategic priorities. The sharing of information on each is important and the Health Board strategy team has agreed to share information on planned engagement sessions and also share information about the PSB consultation.

8. DRIVERS AND IMPLICATIONS

8.1 The principles underpinning the Health Board strategy work are set out in the engagement document attached. The statutory framework of the Well-being of Future Generations Act and the Social Services and Well-being Act has informed the strategy development.

9. REASON(S) FOR RECOMMENDATION(S)

9.1 The recommendation is made to invite comment and contribution from partner organisations within the Public Services Board.

BACKGROUND PAPERS	LOCATION	WEBSITE INFO
Living healthier, Staying Well strategy programme update	BCU HB Board papers October 2017	BCU HB Board meeting 19 10 17

Hello

Betsi Cadwaladr University (BCU) Health Board works across North Wales.



We work to improve health and well-being for everyone living here. We're responsible for:

- health centres
- hospitals
- community health teams
- mental health services
- GP practices
- other NHS services.

This booklet is about our ten-year plan. It's about us meeting the needs of people, now and in the future.

We've been working hard to make improvements and have made progress in many areas. The proposals in this leaflet will build on this.



Getting it right

We have to think about how the decisions we make now impact the future.

The Well-being of Future Generations (Wales) Act 2015 gives us an opportunity to change how we work. It has seven goals:

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language
- A globally responsible Wales.



Challenges

All services, including NHS services, are facing challenges:

- People are living longer which is good, but it puts more demands on services
- People need more support for a healthy life
- More people have conditions like diabetes or heart disease
- More people are experiencing mental health issues
- More people have dementia
- Waiting times are too long, we need to see patients sooner
- Money is tight, we need to be efficient and spend wisely.



Involving you

People have been telling us what they think about services and what we need to put in this plan. They've got involved through:

- BCU Health Board meetings
- events
- online surveys
- feedback forms
- email
- our website: bcugetinvolved.wales

Our principles

In everything we do:

- We listen to what matters to people and involve them in decisions
- We use evidence of what works so we can improve health and learn
- We work to improve services
- We promote equality and human rights
- We treat both English & Welsh language equally, and promote the Welsh language
- We work together with local authorities, other services and organisations
- We use our resources wisely.

The Plan



Our goals are to:

- Improve health, well-being and reduce inequalities
- Provide care closer to home
- Improve the safety and quality of all services
- Respect people and their dignity
- Listen to people and learn from their experiences
- Use what we have wisely, explore new ideas and learn from research
- Support, train and develop our staff.

Other goals?

Some people say we should:

Focus on emotional and mental health more.

Support children to have the best start in life.

Support people to look after their own health more.



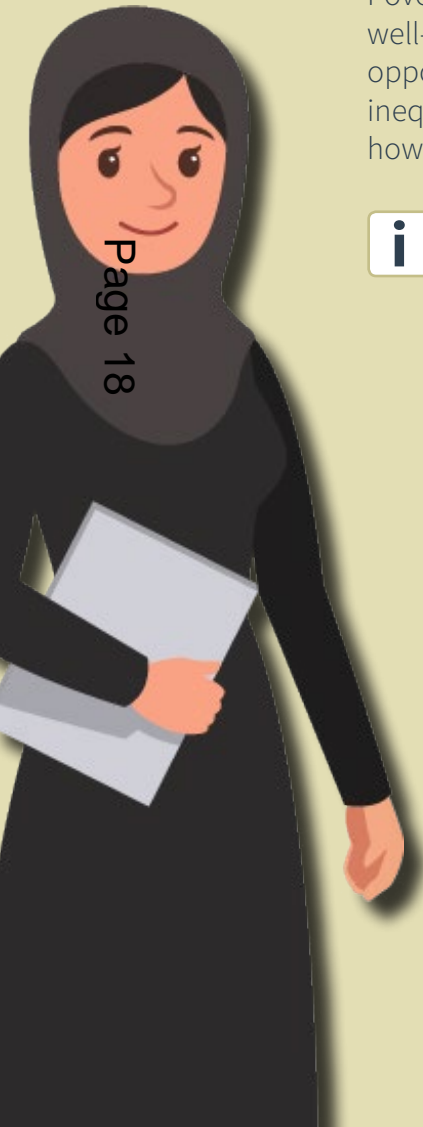
We think we should add these to our goals.

Improving health and reducing inequalities

We want to support people to make the right choices so they can have a long, healthy life. Reducing health inequalities is an important part of this plan. We want to support the communities that need it the most.

Poverty can affect people's well-being, health and opportunities. Poverty causes inequalities and can even affect how long someone lives.

i **Poverty** is not having enough money for food, clothes and other basic needs.



We will:

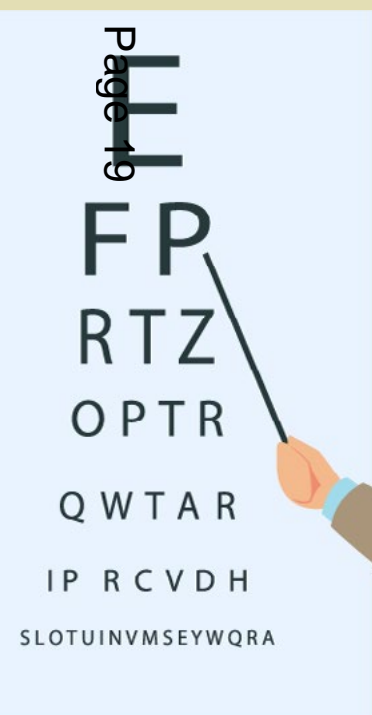
- promote well-being and support people to meet their own needs
- step in early to stop problems happening or getting worse
- do more to help people make healthy life choices – like stopping smoking
- launch our plan to prevent suicide and self-harm
- help people become more active and enjoy using green spaces
- help people take part in activities that help well-being like arts projects
- target resources to where they'll make the most difference
- look at ways to reduce food poverty using local projects
- work with housing providers to support tenants and people who are homeless
- stop people being treated differently because of age, sexual orientation or other reasons
- support our staff's health and well-being.

Care closer to home

People tell us they want to stay independent for as long as possible.

They also want their care and support close to home. This is because they have family and community networks to help them.

It's important to have local health care professionals that can meet needs in the right way at the right time. This includes GPs, pharmacists, specialist nurses and other community support.



Actions

We will:

- support local services to work together better
- build on the resources we have
- look at ways to use community hospitals and other places as well-being centres
- work with local people to make the right plans for their area
- support carers more
- support GP practices better
- develop Community Resource Teams that work with specialists to support patients in their community
- use technology better including information and advice apps
- develop new ways to identify and support people who have higher risks to their health
- link into other service plans.

More serious health needs

Sometimes people need to go to hospital. We want this to be the best care possible. We don't want people waiting a long time for support. People have told us that waiting times are too long, so we are looking at ways to reduce this.

Our three main hospitals are:

Ysbyty Gwynedd in
Bangor

Ysbyty Glan Clwyd in
Bodelwyddan

Wrexham Maelor
Hospital

i Each hospital has:

- a 24/7 emergency department
- consultant-led maternity and children's services
- a wide range of medical and surgical care.

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Often people do better when they're treated in larger centres by specialist teams. We need to think about developing specialist centres and services.

Sometimes people have to travel to get specialised care. So, we work with hospitals outside North Wales too.



Actions

We will:

- make sure hospital services can meet future needs
- improve care in emergency departments
- work with professionals to find ways to reduce waiting times
- use hospital specialists better
- look at how we provide eye care and out of hours ENT (ear, nose and throat)
- do more orthopaedic work (hips, knees and joints)
- keep maternity units running safely
- open the new Sub-Regional Neonatal Intensive Care Centre
- look at urology services and explore robotic assisted surgery
- open one new vascular service for major surgery (veins and arteries)
- look at having one or two specialist centres to support people after a stroke
- provide better support for people leaving hospital.

Mental health and well-being

Anyone can experience mental health issues including depression and anxiety. It can affect work, life, relationships, health and well-being.

In 2017, we developed a new strategy for mental health and well-being in North Wales.

i There are **5 ways to well-being**. Evidence shows these help improve well-being:

1. **Connect** – with people around you like family, work colleagues and friends
2. **Be active** – go for a walk, cycle, dance or garden. Moving makes you feel good
3. **Take notice** – be curious, take time to notice the good things around you and be aware of the world
4. **Keep learning** – try something new. Discover interests. It's fun and gives confidence
5. **Give** – do something nice for a friend, volunteer or join a group. It makes you happy and connects you to community.



We will:

- promote the **5 ways to well-being**
- promote peer support and other services for people moving on from care
- step in sooner to support young people with eating disorders
- give better support to young people who self-harm
- have more psychological therapies, including online services
- widen our range of treatments for people experiencing mental health problems for the first time
- have better community services available 24/7
- make hospital wards fit for purpose, safe and comfortable
- deliver local care when possible
- support people living with dementia and their carers.

Children and young people

We want all children to have the best start in life and future. We don't want them to experience Adverse Childhood Experiences (ACE).

i **ACEs** include things like separation from a parent, neglect, and abuse.

Supporting the first 1,000 days of life (from conception to a child's second birthday) makes a real difference to the rest of their life. Getting it right can reduce lifelong health problems like heart disease, diabetes, and cancer.

i **The United Nations Convention on the Rights of the Child** (UNCRC). We put children's rights at the centre of everything we do. We listen to children and young people and include them in decisions. They're helping us develop this plan.

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We will:

- keep putting children's rights at the centre of our work
- improve support in the first 1,000 days of life
- find more ways to support children's emotional health, mental well-being and resilience
- focus on reducing childhood obesity
- look at the crisis services we have for children and young people who have mental health needs
- find ways to handle ACEs better and reduce the impact they have on lives
- improve how we bring services together to support children with complex needs
- improve how we listen to and engage with children and young people.

Healthy ageing

Older people say they want to stay as independent as possible, for as long as possible. They also want control over the support they get and decisions that affect them.

When it's possible, we help people stay out of hospital or care homes.

End of life care

Facing death can be difficult for people, carers and families. It's important they have the care and support they need during that time.

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We will:

- make sure older people and carers have their rights respected and are involved in decisions
- base our plans and services on evidence of what works
- explore ways to reduce isolation
- look at having people as health mentors in the community
- train our staff to communicate better with older people
- make sure our plans work together with the Local Authorities' ageing well plans.

When people are facing the end of their lives we will:

- encourage people to talk
- help them get the support they need
- have information and advice that's easy to find and understand
- develop guidance for staff giving people end of life care
- work well with hospices.

Next steps

We'd like to know what you think.

Do you agree with our goals?

Are these the right actions?


Is there anything else you would like to tell us?




Thank you for reading this.

Please send your suggestions, comments and ideas to:

 e-mail:
bcu.getinvolved@wales.nhs.uk

 post:
Living Healthier, Staying Well
BCU Health Board
Block 5, Carlton Court
St Asaph Business Park
St Asaph
LL17 0JG

 web:
www.bcugetinvolved.wales

 telephone:
01745 586397

by 15th December 2017


**If you'd like this in another format or language,
please get in touch.**

Would you like to give your views to an independent organisation?


The Community Health Council (CHC) is your independent NHS Watchdog.

If you prefer, you can make your views known by contacting the CHC in complete confidence in one of the following ways:

 e-mail:
yourvoice@waleschc.org.uk

 post:
North Wales Community Health Council
11 Chestnut Court
Parc Menai
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REPORT TO: Conwy and Denbighshire Public Services Board
DATE: 30 November 2017
LEAD OFFICER & ORGANISATION: Cllr Hugh Evans, Leader / Dr Mohammed Mehmet, Chief Executive
CONTACT OFFICER & ORGANISATION: Nicola Kneale, DCC Strategic Planning Team Manager
SUBJECT: Denbighshire County Council's Corporate Plan 2017-2022

1. PURPOSE OF THE REPORT

- 1.1 To present and inform the Public Services Board on the content of Denbighshire County Council's Corporate Plan.

2. EXECUTIVE SUMMARY

- 2.1 Denbighshire County Council has agreed five priorities for the period 2017-2022:
- a. Housing – Everyone is supported to live in homes that meet their needs;
 - b. Connected Communities – Communities are connected and have access to goods and services locally, online and through good transport links;
 - c. Resilient Communities – The council works with people and communities to build independence and resilience;
 - d. Environment – Attractive and protected, supporting well-being and economic prosperity;
 - e. Young People – A place where younger people will want to live and work and have the skills to do so.

3. RECOMMENDATION(S)/OPTIONS

- 3.1 That the Public Services Board:
- i) Understands and supports Denbighshire County Council's Corporate Plan;
 - ii) Consider synergies with its own draft Well-being Plan and opportunities for collaboration.

4. BACKGROUND INFORMATION

- 4.1 Denbighshire County Council approved its Corporate Plan in October 2017. It is a statutory requirement that Local Authorities publish an Improvement Plan, and also Well-being Objectives. Denbighshire's Corporate Plan 2017-2022 serves both of these functions, but it's a vital document for us for a number of additional reasons:
- a. Agreeing and articulating our vision and ambition in this way helps us communicate.
 - b. The corporate leadership that ensues as a result of having a Corporate Plan enables us to tackle cross-cutting goals, e.g. retaining young people.

- 4.2 The criteria for what makes a Priority is “something new that will make a significant different to our residents”. The key pledges we’ve committed to achieve in this plan are important because they either:
- a. Require significant capital / revenue funding: e.g. roads and new schools (but not everything requires extra funding);
 - b. Require significant cultural / organisational change: e.g. the way we engage with communities, and/or
 - c. Will impact across the whole county: e.g. 1000+ extra homes.
- 4.3 All other activity will be covered in the council’s Corporate Portfolio.
- 4.4 The priorities outlined in this Corporate Plan have been arrived at via a thorough and clear process of evidence-gathering and analysis (Well-being Assessment) and in-depth consultation with our communities (County Conversation).
5. **CONSULTATION**
- 5.1 Much consultation has been carried under the umbrella of County Conversation. The purpose was to – initially - establish the priorities, and then to test whether our interpretation of people’s views on ‘what should be a priority’ was correct. Consultees included the general public, partners, staff, Members, and Town & Community Councillors.
- 5.2 Once priorities were drafted, a series of workshops were held with staff from Denbighshire County Council and relevant partner organisations to generate ideas for how the priorities should be addressed.
- 5.3 The ideas that were generated have been developed with a cross-party group of Members with the support of some officers too, in order to reach consensus that the pledges to which we’ve committed are sufficiently ambitious but also realistic.
- 5.4 Upon adoption of this plan, it will be a priority to promote its content with our staff, delivering messages to them and Members about how they can contribute to delivery of the Plan. The Strategic Planning team will ensure awareness of the Corporate Plan is a key requirement for services in their business planning.
- 5.5 The County Conversation work will continue throughout the life of the Corporate Plan. As each priority is developed further and successes are achieved the Corporate Plan Communications Strategy will be used to keep a focus on the plan.
6. **RESOURCE IMPLICATIONS**
- 6.1 Denbighshire will adopt a Programme Management approach to deliver its corporate priorities. There would be an opportunity to collaborate with partners on the projects that contribute to these programmes therefore pooling resources to work together towards shared outcomes.
7. **RISK**
- 7.1 The risk that opportunities to deliver – or strengthen delivery – by working with partners on shared outcomes are not seized, lessening the positive impact of a particular initiative.

7.2 There is a risk that partners' desired outcomes under a particular theme are not closely aligned, leading to confusion and compromising ability to deliver.

7.3 The risk that a collaborating partner's priorities change in the middle of a project, putting the project at risk.

8. **DRIVERS AND IMPLICATIONS**

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

9. **REASON(S) FOR RECOMMENDATION(S)**

9.1 To formalise alignment between DCC's priorities and those of PSB members in order to secure effective delivery against shared outcomes.

BACKGROUND PAPERS	LOCATION	WEBSITE INFO

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Working together for the future of Denbighshire

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Corporate Plan 2017-2022

Priorities 2017-2022

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Everyone is supported to live in homes that meet their needs

Communities are connected and have access to goods and services locally, online or through good transport links

The Council works with people and communities to build independence and resilience

The environment is attractive and protected, supporting well-being and economic prosperity

Younger people want to live and work here, and have the skills to do so

Housing

Everyone is supported to live in homes that meet their needs

It is recognised that there is a need to ensure housing is available to meet the needs of Denbighshire residents and that this is an important factor in retaining or attracting young people to live in the area. During the last Corporate Plan, we made a commitment to develop housing availability and we want to continue to expand on those successes over the course of this new Corporate Plan.



To achieve this we will:

- Support the development of 1000 more homes in Denbighshire. This will include:
 - 170 of these will be Council homes.
 - 260 of these will be affordable homes provided by private developers and Registered Social Landlords (RSLs).
 - Extra Care Housing.
 - Additional specialist housing to support people with disabilities and low level support needs.
- Support young people to access suitable homes they can afford.
- Bring 500 empty properties back into use and perform among the best in Wales.

Connected Communities

Communities are connected and have access to goods and services locally, online and through good transport links

Denbighshire understands that access to goods and services is key to maintaining people's independence. However, depending on where you live, this is not always easy. During the course of this new Corporate Plan Denbighshire will make it a priority to ensure that communities throughout the county are connected and have access to the goods and services they need.



To achieve this we will:

- Better enable people to travel to work, education and services.
- Invest in roads and bridges to maintain a viable, sustainable infrastructure.
- Make superfast broadband and mobile networks available to everyone.
- Ensure Council information and services will be accessible online where possible. Opportunities to work with partners will also be explored.
- Target those most likely to be digitally excluded so they have the skills and means to use digital services.
- Improve infrastructure to make it easier to stage events.

Resilient Communities:

The Council works with people and communities to build independence and resilience

In Denbighshire we aim to promote people's health & well-being and encourage them to remain as independent as possible. In order to do this, we need to work with everyone in the community, to ensure that there are strong support networks in place and ensure people have more involvement in decisions affecting their future well-being. At the same time, we will continue to make sure that people at risk of abuse or exploitation are safeguarded.



To achieve this we will:

- Support people to plan and shape their communities.
- Provide easily accessible information that supports people's independence and resilience.
- Ensure people are involved in shaping and improving services.
- Act to reduce Domestic Abuse
- Ensure all carers in Denbighshire are well supported.
- Ensure adults and older people who need health and social care in Denbighshire will experience a seamless service.

Environment

Attractive and protected, supporting well-being and economic prosperity

Denbighshire aims to ensure that the environment is both attractive and protected, but also supports community well-being and economic prosperity. To achieve this we will reduce our carbon impact and increase the use of renewables throughout the county. We also plan to increase the biodiversity value of the county by protecting vulnerable species and habitats for the benefit of both wildlife and people who live and visit Denbighshire. Alongside this, Denbighshire aims to raise the profile of the county as a place to hold outdoor events that capitalise on our unique environment.



To achieve this we will:

- Reduce carbon emissions from Council assets by at least 15% by 2022.
- Improve the energy efficiency of Council houses.
- Increase renewable energy provision across the county.
- Reduce the number of properties at risk of flooding in Denbighshire.
- Increase the biodiversity quality of important habitats and species across the county.
- Raise the profile of the county as a location to visit, in order to capitalise on Denbighshire's economic potential.

Young People:

A place where younger people will want to live and work and have the skills to do so

We want Denbighshire to be a place where young people can and want to flourish. To do this there must be excellent education provision working alongside a strong employment offer for all, focusing on skills for work and skills for life. We also know that physical and emotional well-being from an early age is important, preventing problems occurring later in life. We want to make sure that we give young people the best start in life, and will work with our partners, schools and businesses to make this happen.



To achieve this we will:

- See that every child achieving the expected standard at the end of primary school (Level 4, Key Stage 2) will achieve 5 GCSEs A*-C (Level 2 Key Stage 4), including English or Welsh (1st language) and Maths, by the end of secondary school.
- Continue to modernise schools via the 21st Century Schools programme.
- Help young people to develop practical 'life skills' and behaviours that contribute to good health and well-being.
- Deliver support for parents to give their children the best start.
- Provide young people with effective career advice and mentoring.
- Offer young people the opportunity to develop skills for life and work through volunteering opportunities and meaningful work experience.
- Develop greater employment opportunities for younger people.

Synergies

PSB Well-being Plan

The First 1,000 days of life

Promoting community hubs

Promoting mental well-being for all ages

Promoting resilience in older people

Promoting environmental resilience

Raising resilient and aspirational young people

Corporate Plan

Housing

Connected Communities

Community Resilience

Environment

Young People

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CONWY AND DENBIGHSHIRE PUBLIC SERVICE BOARD

FORWARD WORK PROGRAMME

2017/18

Chair:

Bethan Jones

Vice Chair:

Iwan Davies

Co-ordinator

Nicola Kneale / Fran Lewis

Committee Officer:

Denbighshire County Council

01824 706141

Due Date for Meeting	Topic	Responsible Officer
Public Services Board Meeting		
30 November 2017	Living Healthier, Staying Well	Sally Baxter
	EU Referendum – WEFO feedback on Funding Gaps	Ken Cook
	Corporate Plans - a. Denbighshire County Council b. North Wales Police	a. Mohammed Mehmet b. Sian Beck
	Rhyl Town Centre Master Plan	Mick Horrocks
	Draft Well-being Plan – Consultation Update	Fran Lewis / Nicola Kneale
	Confirmation of Well-being Plan timetable	
	Welsh Assembly Inquiry – PSBs and anti-poverty	
29 January 2017 Proposed Workshop		
28 February 2018 – Rearranging for early April 18 to accommodate approval timetable	Well-being Plan – Approval for Publication	Chair
Standard Agenda Items		
Apologies for Absence		
Minutes of last meeting		
Matters Arising		
Local Well-being Plan Timetable update		
Organisational Priorities Matrix		
Local Government Reform		
Feedback from other PSBs		

Forward Work Programme	
AOB	
To be confirmed	
Commonalities between partners corporate plans and corporate risks & the Well-being Plan	TBC
Community First – update on transitional arrangement	Marianne Jackson (CCBC) and Nicola Stubbins (DCC)
Future Generations Commissioner	TBC
Get Wales Moving project	Sian Williams
Green Dragon Award	TBC (representative from Conwy CBC)
Mental Health presentation	Andy Roach (BCUHB)
North Wales Economic Ambition Board	TBC
North Wales Social Care & Well-being Service Improvement Collaborative – Regional Partnership Board	TBC
Partnership Landscape - update	Hannah Edwards (CCBC)
Risk Management – Risk and Issue Logs	TBC
Transport Act – Update on the new duties under the Act	TBC (representative from WG)

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10. Inquiry into Local Approaches to poverty reduction: The Well-Being of Future Generations Act and public service boards

Conwy and Denbighshire Public Services Board - Response

1. **Examine how public service boards (PSBs) are targeting improvements to public services in Wales's most deprived communities**

At this stage of development, the Well-being Plan is targeting improvements at a county level. More detailed work is taking place as part of the development of the plan.

2. **a. Assess the quality of evidence used by PSBs in the development of their local Well-Being Plans in relation to the needs and experiences of people living in poverty**

Partners on the Conwy and Denbighshire Public Services Board have worked together on developing a Well-being Assessment for the area, which is available to view online [here](#). We have taken this joint approach to ensure that the assessment is shaped using the expertise, knowledge and insight of all the Public Services Board partners.

The assessment seeks to capture the strengths and positives of its people and communities. It also seeks to describe the challenges and opportunities faced both now and in the future. The Well-being Assessment has been informed by data, national and local research and engagement feedback.

There is a chapter within the well-being assessment which specifically looks at tackling poverty and deprivation - <http://conwyanddenbighshirelsb.org.uk/en/home/english-wellbeing-assessment/english-poverty-and-deprivation/>

b. how PSBs are approaching the impending demise of Communities First

Community First leads for both Conwy and Denbighshire attended a PSB meeting in July 2017 to provide the Board with an update on the transition from Communities First to the new Welsh Government Employability programme. Initial discussions also took place on the proposed Communities First Legacy projects for April 2018 onwards.

The Board have requested that they are kept informed of future transitional arrangements.

3. **Consider how PSBs are specifically addressing rural poverty as part of the development of their Well-Being plans**

As previously stated, at this stage of development, the Well-being Plan is targeting improvements at county level.

However the Well-being Assessment highlighted the types of poverty and challenges that rural community's face (e.g. fuel poverty, access to services, depopulation, etc.).

4. **Explore and understand the experiences of organisations (public, private and third-sector) and individuals in the development of well-being plans and the potential impact of greater regional working in the future**

During the development of the well-being plan, the Conwy & Denbighshire PSB took into consideration the work of other regional and local partnerships. Please see appendix 1.

The board also took into consideration the corporate priorities of partner organisations to identify areas of greatest collaboration. Please see appendix 2.

Equality, Local Government and Communities
Committee
National Assembly for Wales
Cardiff Bay
Cardiff
CF99 1NA

19 October 2017

Dear Colleague

Consultation on Local Approaches to poverty reduction: The Well-Being of Future Generations Act and public service boards

The Equality, Local Government and Communities Committee is undertaking an inquiry into Local Approaches to poverty reduction: The Well-Being of Future Generations Act and public service boards.

Terms of reference

The Committee's terms of reference for its inquiry are to:

- examine how public service boards (PSBs) are targeting improvements to public services in Wales's most deprived communities;
- assess the quality of evidence used by PSBs in the development of their local Well-Being Plans in relation to the needs and experiences of people living in poverty, including how PSBs are approaching the impending demise of Communities First;
- consider how PSBs are specifically addressing rural poverty as part of the development of their Well-Being plans



- explore and understand the experiences of organisations (public, private and third-sector) and individuals in the development of well-being plans and the potential impact of greater regional working in the future.

Invitation to contribute to the inquiry

The Committee would like to invite you to submit written evidence to assist in its consideration of the Bill. It would be helpful if you could use the above terms of reference to frame your response.

Submissions should arrive **Wednesday 6 December 2017**.

If you wish to submit evidence, please send an electronic copy of your submission to: SeneddCommunities@assembly.wales

Guidance

Submissions should be no longer than five sides of A4, with numbered paragraphs, and should focus on the terms of reference.

If you are responding on behalf of an organisation, please provide a brief description of the role of your organisation.

Please see the [guidance for those providing evidence for committees](#).

Bilingual Policy

The Committee welcomes contributions in both or either of our official languages, English and Welsh. Information not submitted bilingually will not be translated and will be published in the language of submission only. We expect organisations to implement their own standards and schemes and to comply with their statutory obligations.

Disclosure of Information

You can find further details about how we will use your information at www.assembly.wales/InquiryPrivacy. Please ensure that you have considered these details carefully before submitting information to the Committee.



Contact details

If you wish to speak to someone regarding this consultation, please use the following contact details:

Committee Clerk

Equality, Local Government and Communities Committee

National Assembly for Wales

Cardiff Bay, CF99 1NA.

Email: SeneddCommunities@assembly.wales

Telephone: 0300 200 6565

Yours sincerely,

A handwritten signature in black ink that reads "John". The signature is written in a cursive style with a long horizontal stroke at the beginning.

John Griffiths AM

Chair, Equality, Local Government and Communities Committee



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