



GWENT WELL-BEING PRIORITIES: OVERVIEW REPORT and RESPONSE BY THE GWENT PRIORITIES TASK GROUP.

A report commissioned by
Gwent Strategic G7 Group - Gwent Strategic Well-being
Assessment Group (G-SWAG)

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This project has been undertaken in collaboration with the Gwent Priorities Task Group. The Members of this group are:

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Executive Summary

This executive summary reflects the collaborative work undertaken by the appointed consultants, JBPS, Netherwood Sustainable Futures and the Well Being Planners and the further work to refine and define the priorities undertaken by the Gwent Priorities Task Group. The work undertaken by the consultants in conjunction with the Gwent Priorities Task group identified a long list of eight priority themes for the region. These have been captured in section 3 of this report. Building upon the recommendations and next steps contained within Section 4 of the draft report the Gwent Priorities Task Group has further refined and defined this longlist of priorities to the following four areas:

Working collaboratively with Public sector partners and the citizens of Gwent, we will:

- Make the best use of our natural resources to promote well-being
- Work towards Climate Resilience, and reduce the regions carbon emissions
- Reduce inequalities, with an initial focus on
 - reducing cancer inequities;
 - an ACE informed approach to public service delivery and community safety.
- Maximise the city deal benefits for Gwent, with a particular focus on improving regional transport.

What has also emerged from this work is a picture of the complexity and inter-relationships of governance, strategic, implementation and funding systems across Gwent which need to form part of ongoing discussions on regional objectives. We recommend that time is set aside to properly discuss these 'systems' to better understand how regional work might be implemented across Gwent under selected themes. Some initial thoughts from the Task Group on 'how' we work that were identified for the Gwent regional work, they included:

- Procurement
- Work-force and Organisational development
- Shifting the balance of public sector or resource to early intervention and prevention.
- Maximising all opportunities and the collective voice of Gwent Public Sector leaders in Gwent to improve well-being

This work has also provided an insight into governance across Gwent and the complexity of this across different policy themes. It is vital that as part of ongoing discussions on regional priorities that the relationship between governance and delivery mechanisms and PSBs is discussed and made clear.

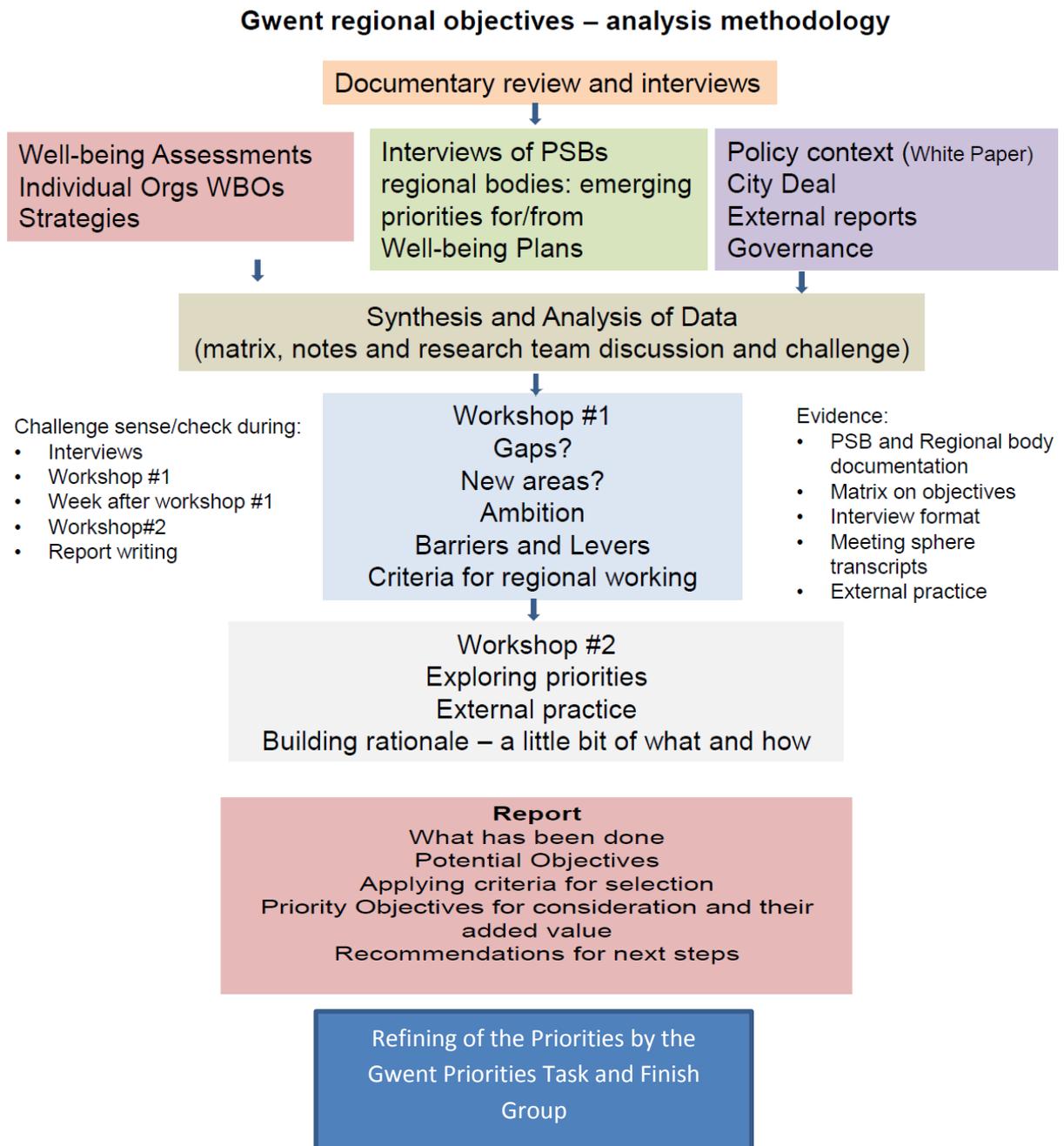
Whilst the Gwent Priorities project has been extremely important in establishing an evidence based rationale for determining regional priorities this is just a first step in the journey. We recommend that further work to establish the regional landscape, including; assets, needs, interventions and opportunities, around these four priority areas be a next step in the process.

1. Background

- 1.1 In early 2017, the Gwent Strategic Well-being Group (G-SWAG) held a competitive tender for a project to with them to help develop and facilitate an objective process, by which a set of public sector priorities and opportunities for Gwent may be identified and agreed. A collaborative bid by JBPS, Netherwood Sustainable Futures and The Well Being Planner won the tender with work commencing in April 2017.
- 1.2 Our approach to achieving the projects key objective is detailed within the methodology section of this report. However, the key aspects of this engagement were to work in partnership with the G-SWAG group representatives, the “Gwent Priorities Task Group” to develop transparent criteria for identifying which well-being priorities and opportunities would be most appropriately addressed at a regional level.
- 1.3 Whilst there was no legislative requirement to undertake this type of regional analysis, it is recognised that this project highlights the Gwent regions proactive approach to considering how collaborative action might best tackle regional challenges. Our work also recognised that there is a complex and evolving legislative and governance landscape around regional working which presents both barriers and opportunities to this agenda
- 1.4 Since the drafting of this report in the summer of 2017, the Gwent Priorities Task Group have met to consider the draft report findings. Building upon the report’s recommendations the Task group have undertaken some further analysis of the proposed long list of priorities and refined these further. Details of this further stage of the process and the outcome have been detailed in Section 5 of this report.

2. Methodology

2.1 The diagram below shows the methodology used by the project team to identify potential regional objectives. This was carefully designed to develop an iterative approach to objective selection – one in which participants were able to sense check emerging themes and begin to build the rationale for working on these issues at a regional level.



2.2 The project team undertook documentary analysis and interviews with PSB teams and regional partners in June 2017 to understand emerging themes from the PSBs well-being assessments and plan production and from regional partners' views on priorities.

This analysis also included a documentary review of well-being objectives produced by individual organisations.

2.3 This material provided a very wide range of aims, aspirations, objectives and intentions of partner organisations. Objectives comprised objectives based on themes, outcomes, topics, services, projects, visions, efficiency and engagement. This is in itself complex data and is summarised in Appendix A. It is important to note that this is non-standardised data and is subject to ongoing prioritisation by the bodies involved. Often this prioritisation of organisational objectives was from a local, and not regional perspective.

2.4 It is very important to note that producing a list of potential areas of collaboration was not down to frequency of occurrence in the above documentation, or simply listing areas of common ground, but was produced using a combination of data from interviews, documents and well-being assessments. The project team used their experience and expertise to use this material to produce a list for partners to further explore and sense check through the project. These were areas where the project team thought on the basis of this material that collaborative work might add value through regional working.

2.5 The documentary analysis detailed in 2.2 provided areas that were explored by participants as regional objectives in Workshop#1. These discussions were the *start* of a process to identify areas of work that might lend themselves to regional working.

Area of work	Exemplified by
Taking preventative measures to ensure a “best start” in life	<ul style="list-style-type: none"> • Reducing ACEs • Early years prevention
Improving health and reducing health inequalities	<ul style="list-style-type: none"> • Promoting health behaviours and a focus on aging well which are proportional to need
Safer and more Cohesive communities	<ul style="list-style-type: none"> • Reducing Crime and anti-social behaviours • Developing and maintaining sustainable housing
Maintaining and promoting resilient local economies	<ul style="list-style-type: none"> • Developing connected businesses • Building a foundational economy
Climate Change Resilience	<ul style="list-style-type: none"> • Improving Climate resilience • Protect climate vulnerable communities
City Region	<ul style="list-style-type: none"> • Promoting/utilising Infrastructure to promote well-being and connectivity
Making the best use of our natural environment to promote well-being	<ul style="list-style-type: none"> • Improving physical activity • Access and promotion of outdoor and green spaces
Reducing Poverty & Deprivation	<ul style="list-style-type: none"> • Developing appropriate higher-level skills

	<ul style="list-style-type: none"> • Build and enable social capital
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2.6 Exercises during Workshop#1 on June 22nd sought to use this list to explore any gaps, new issues that needed to be included, the level of ambition for working regionally in these areas, and barriers and levers to regional working on these and other activities. Attendees were also so asked what criteria were most important for regional working. These activities enabled the project team to gain greater insight the collective view on these issues, where there was consensus or not. Meeting Sphere was used to collect a wide range of data from attendees during the workshop and was left open for further input for a week post workshop 1. This information has also fed into the analysis in Section 3 of this report.

2.7 Feedback on this session suggested that delegates would value a more detailed focus on many these issues to explore *exactly what* activity might be undertaken under each theme to add value to existing approaches. It also resulted in themes being merged. As a result of Workshop#1 the themes were distilled into the following 8 issues for potential collaboration to be built upon through Workshop#2 and beyond:

Themes for potential regional collaboration	
<ol style="list-style-type: none"> 1. Preventative measures for a best start in life 2. Reducing Inequalities 3. Resilient Communities 4. City Region (Regional Transportation) 	<ol style="list-style-type: none"> 5. Making the most of the natural environment to promote well-being 6. <i>Resilient Local Economies</i> 7. Climate Change Resilience 8. <i>Reducing Poverty & Deprivation</i>

2.8 In Workshop#2 on 25th July delegates were asked to explore these priorities in more detail using a series of questions

- Is anything additional needed to existing approaches on this issue in Gwent?
- How would collaborative work help?
- What sort of things might partners do to address this issue?

2.9 International and national examples of collaboration of regional authorities, exemplifying good practice in these areas was fed into Workshop#2 to stimulate discussion. These case studies are included in Appendix B and referred to in Section 3 of the report

2.10 Delegates were able to cover 6 of the 8 themes in the time available at Workshop#2. Meeting Sphere was made available for a further week until 2nd August for representatives to feed in their thoughts on the themes they were not able to cover at the session. ¹

2.11 This material also informs our commentary in Section 3 of this report where we seek to summarise GSWAGs thinking so far on these issues.

2.12 The project team has drawn on these sections to inform our thinking about which issues should be prioritised and explored more by GSWAG before selecting regional objectives. We also used the analysis to make a series of recommendations for next steps for the Gwent bodies to develop and implement regional working on well-being. The analysis and recommendations are made in Section 4 of this report.

¹ Theme 6 - Resilient Economy and Theme 8 - Reducing Poverty and Deprivation.

3. Potential Regional Priorities

This section comprises a summary for each theme

- 3.1 Preventative measures for a best start in life
- 3.2 Reducing inequalities
- 3.3 Resilient Communities
- 3.4 City region – regional transportation
- 3.5 Making the best of the natural environment to promote well- being
- 3.6 Resilient Local Economies
- 3.7 Climate Change Resilience
- 3.8 Reducing poverty and Deprivation

Each section is structured as follows:

- How did participants *frame* this issue (i.e. *what* did the conversations about regional working include)?
- Were any *barriers or levers* identified for regional working?
- What specific *activities* might regional working entail?
- What would the *added value* of regional working be?
- What can we learn from the good practice example provided?
- Summary.

3.1 Preventative measures for a best start in life

a) How did participants *frame* this issue (i.e. *what* did the conversations about regional working include)?

The discussions and analysis highlighted that this theme was a common issue highlighted in the Well Being Assessments/and Objectives for all for 5 PSB's & ABUHB and also correlates with SWF&R and GP/NRW prevention objectives. In Workshop one delegates were asked to score their ambition for delivering each of the emerging priorities at a regional rather than PSB level. This priority had the third highest Ambition score, suggesting that the appetite for delivering this at a regional level is high. This 'frame' included:

- A recognition that for there to be improvements in outcomes for this priority themes a multi-disciplinary and agency approach must be adopted.
- A need to understand how this aspect is funded as the changes we are seeking are generational making it hard to quantify payback
- Drug and alcohol addiction/abuse are major factors contributing to ACES. A preventative approach must seek to address this issue in vulnerable families.
- Prevention of criminality is a key requirement as it affects community wellbeing
- A need to be clear that this is preventative; the inference is that we need to do more upfront - pre-and early life. A significant shift in resources to provide more support to vulnerable families to break the ACEs self-perpetuating cycle
- Consideration that working at a Gwent scale could facilitate the region to attract additional funding
- Focusing at a Gwent scale would enable resources to more effectively targeted at areas of greatest need
- How best to have a standardised regional approach which is tailored to meet local needs

b) Were any *barriers or levers* identified for regional working?

Levers

- There is current good Senior level support and relationships across Gwent in this area
- Common ground and current approached across some PSB's
- Evidence base has already been accepted that early intervention results in improved outcomes
- Gwent as a small geography and therefore this will facilitate a genuine regional approach to this issue

Barriers

- There will be potential political tension on investment verses where the benefits are realised –i.e. Public bodies investing for the greater good of Gwent and not necessarily for their immediate citizens
- Section 28 agreements
- A concern that existing Silo WG policy drives anti regional behaviour
- Changing the existing Organisational Development approaches to move away from silo based activities to addressing issues in a systematic way

- Working with Communities to encourage self-sustainability and taking a personal responsibility (a move away from direct public service provision) – this step is a big one!

c) What specific *activities* might regional working entail?

The broad discussion outlined in a) provided a specific suggestion for work to be done to better understand the current early years interventions landscape across the region from a delivery, outcomes and funding perspective.

d) What would the *added value* of regional working be?

The key added value aspects highlighted during the analysis included:

- The opportunity to standardise approaches to early years interventions across the region – recognising that standardised approach would also need to accommodate community differences
- The opportunity to improved business Intelligence on Early Years activity and interventions across the region,
- The opportunity to explore what we have and to assess if using it differently would deliver better outcomes
- The opportunity to provide equity in the services irrespective of postcode

e) What can we learn from the good practice example provided?

The Good Practice Case study (Appendix 2) was based on an example from the Canadian Public Health Authorities Best Practice portal and was an example of an early intervention programme called the Nurse Family Partnership intervention. The aims were to improve the health, well-being, and self-sufficiency of low-income, first-time parents and their children. The Interventions were significant in scale with sixty, pre-and post-natal visits to families. Several evaluations, including randomized controlled trials, have consistently demonstrated the intervention's positive impact on maternal and child health, including: improved maternal sense of master and self-sufficiency, fewer incidences of childhood injuries and maltreatment, fewer subsequent pregnancies and increased intervals between children, improved prenatal health, and less frequent smoking, improved academic indicators for child, and use of alcohol and drugs among children at follow-up. One of the key learnings from this case study is that we do not always have to radically change the substance of an intervention but the rather look at its scope, reach and scale to deliver improved outcomes.

f) Summary

It is clear from the discussions that there is strong potential for collaborative regional approaches to Early Years preventative work. Further discussions should develop a 'business case' for working on this as a regional objective including a focus on:

- further defining the priority theme into a robust outcome focused objective. This will enable a shared understanding of the priority and make the process of identifying what need to be done to address the issue more transparent.
- gathering more business intelligence including the mapping of current approaches and assets for early intervention across region. This will facilitate an understating of the landscape, how well these approaches are working, are they delivering and how are resources allocated.

- Clarify and defining what is understood by the term prevention, as this appeared to mean different things to different public-sector bodies. Also, to understand how an investment in Early Years is and investment in future personal and community well-being with significant multiplier benefits.

3.2 Reducing Inequalities

a) How did participants *frame* this issue (i.e. *what* did the conversations about regional working include)?

The discussions and analysis during the project lifecycle changed the priority theme for just focusing on health inequalities to focusing on inequalities in a more rounded way, with health being an important but not singular aspect. There was a strong synergy between PSB's & ABUHB WBO's, however the links with SWF&R and GP/NRW are less explicit.

Notwithstanding this these other bodies objectives would have a contributory impact on this priority. In Workshop one delegates were asked to score their ambition for delivering each of the emerging priorities at a regional rather than PSB level. This priority had one of the lowest ambition scores. One explanation for this score might well be that additional interventions should be managed at a local rather than regional level. This 'frame' included:

- This priority is heavily impacted by economy and city deal which should be dealt with at a regional level
- This priority is much broader than just health inequalities, but if it's too broad there will be no focus
- Current perceived consistency in strategic approach to tackling inequalities with Gwent partners
- Very different levels of inequality across the PSB's communities, therefore is regional working possible?
- Good current approaches to regional working but one size will not fit all.
- A focus on one aspect of Inequalities might deliver better results
- Reducing inequalities should be an underpinning value /lens/principle through which decisions are made.
- If a value approach is taken then Reducing Health Inequalities as a priority should be reinstated
- Should the emphasis be change to be more proactive i.e. "Improving Equality" rather than "reducing inequality"?

b) Were any *barriers or levers* identified for regional working?

Levers

- This priority could be a catalyst and an opportunity for citizens to be involved and take personal responsibility

Barriers

- Agenda is heavily influence by externalities which the region has no control over (e.g. Welfare reform)
- Enablers that positively impact inequalities (Communities First etc) are disappearing
- Funding is short term and therefore counterintuitive to developing sustainable long-term community solutions
- PSB areas have very different needs therefore a consistent regional response difficult?
- Change needs to happen at the individual level and this is hard

c) What specific *activities* might regional working entail?

There was very limited discussion during the workshops and interviews on specific activities for regional working around equalities. This was in part due to the different views as to how broad or narrow this priority should be or should it not be a priority at all but rather a principle that governs decision making. However, examples of equality intervention Outcomes were provided with the New Zealand case study (appendix 2)

d) What would the *added value* of regional working be?

The key added value aspects highlighted during the analysis included:

- Opportunities to work with others to understand the landscape, build on emerging best practice and define a regional approach to address the issue
- With a focus on Health Inequalities - Gwent is at a good scale to develop a healthy behaviours campaign which targets intervention that are proportionate to need
- The ability to agree a common language around equalities and common principles to guide decision making

e) What can we learn from the good practice example provided?

The case study provided was the New Zealand Ministry of Social Development and Employment with their Reducing Inequalities Strategy. This government department works closely with other government agencies, non-government organisations, advisory and industry groups, and communities. Their key aim is that by working together they want to make a positive and lasting difference in the lives of New Zealanders.

The lessons learned are:

- There is recognition that there must be a multi-agency approach to tackling intergenerational inequality challenges
- The Department have begun to define what they are trying to achieve and how
- They have established a clear set of strategic priorities that support the overall strategic aim of helping “New Zealanders to help themselves to be safe, strong and independent” – (See Appendix 2)
- Ministry is currently going through major transformation to achieve its ambition not dissimilar to the transformational change proposed by Welsh Government to facilitate regional working

f) Summary

It is clear from the discussions that whilst this is a priority for which there is a strong correlation between partners, it is less clear how partners might work together to develop a collaborative regional approach. Further discussions should develop a ‘business case’ for working on this as a regional objective including a focus on:

- Further defining the Priority theme into a robust outcome focused objective. This will enable a shared understanding of the priority and make the process of identifying what need to be done to address the issue more transparent. Some work was undertaken on this during Workshop#2 using the New Zealand Case study example (Appendix 2)
 - *“achieving some minimum level of wellbeing for all people, so all may participate in our society (e.g. tackling poverty, low levels of foundation education skills and victimisation), and*
 - *trying to ensure a more equal distribution of the determinants of wellbeing across society, i.e. greater equality of real opportunities, where family background, ethnicity or disability are not major determinants of individuals’ life chances.”*
- Considering if this priority should be one that is a principle that is used to help shape decision making rather than a priority in its own right and or if this should be more focused on specific aspects of inequalities such as health or economy?

3.3 Resilient Communities

a) How did participants *frame* this issue (i.e. *what* did the conversations about regional working include)?

The initial analysis highlighted limited synergy between WBOs for 5 PSB's for this priority. However, this was a strong theme during the interviews and in workshop one and has therefore been included as a potential regional priority.

In Workshop#1 delegates were asked to score their ambition for delivering each of the emerging priorities at a regional rather than PSB level. This priority had the sixth (out of eight) lowest ambition score, suggesting that whilst important the appetite for delivering this at a regional level is not high. This 'frame' included:

- Have we really understood from the citizen what they want?
- Opportunities in this theme would be considered to have high Impact – Jobs, regional procurement, regional approach to community engagement
- Strong links to other aspects such as City Deal/Environment – but these have yet to be realised or understood
- Different communities have very different needs – therefore can this be delivered at the Regional level?
- What does Community Resilience mean? Communities with less dependency on Public Services?
- Requirement to plan at a local level
- Moving from consulting (telling) and really involving communities
- Community resilience can't be imposed it has to be grown
- Enabling the Third sector and building social capital
- Community Cohesion It is a key priority in the Police and Crime Plan which policing will be required to deliver against but requires partnership and buy in if it is to be truly effective

b) Were any *barriers or levers* identified for regional working?

No specific barriers and levers were identified during the workshops or the subsequent post workshop period when the data capture tool (Meeting Sphere) was left open.

However, it was evident from the discussion that one particular barrier is in defining what community resilience means

c) What specific *activities* might regional working entail?

- Developing a current framework for enjoyment
- Planning across all plans in the region regarding how communities are engaged
- Activities designed to empower communities to help themselves building social capital
- Develop funding business case at scale and sharing best practice and intelligence.

d) What would the *added value* of regional working be?

The key added value aspects highlighted during the analysis included:

- Opportunity to build an approach with Citizens (coproduction)
- Standardised and consistent approach to engagement - Opportunity to develop a scalable business case to attract additional funds

e) What can we learn from the good practice example provided?

The good practice case study provided (Appendix 2) was the recently developed “Pittsburgh Resilience Strategy – OnePGH. In March, the City of Pittsburgh released OnePGH: Pittsburgh's Resilience Strategy with the goal of bringing together diverse communities and solutions to help guide long-term, sustainable development in the region. Working with Pittsburgh's Office of Sustainability and Resilience and 100 Resilient Cities, pioneered by Rockefeller Foundation to support city-level initiatives to improve resilience a preliminary resilience assessment and the strategy document were produced. The project captured perceptions of Pittsburgh's resilience through a survey, interviews, focus groups, workshops, and community forums. The team combined this information with lessons from the literature to establish a resilience framework for the city and region, along with guidance for prioritizing goals, objectives, and actions. The key lessons learned were:

- Assessing the resilience need is an important first step
- Collaborative problem solving on a regional basis
- Its approach had to be an integrated one recognising the interrelationship between its four key values – People, Place, Planet and Performance (silo busting)

f) Summary

It is clear from the discussions that whilst this is an important priority with partners there is some disagreement as to its ability to be delivered at a regional level or to continue with the focus as is at the local level. This view point was primarily driven by the view that community cohesion/resilience is better understood and therefore delivered at the community level. Further discussions should develop a ‘business case’ for working on this as a regional objective including a focus on:

- Further defining the priority theme into a robust outcome focused objective. This will enable a shared understanding of the priority and make the process of identifying what needs to be done to address the issue more transparent. – One such definition was provided during workshop 2 from the “Scottish Community Resilience Fund”
 - *“Protect the welfare of vulnerable community members through enhancing their resilience and improving community participation and effectiveness.”*
- Sharing existing best practice and intelligence
- Considering if this priority can be delivered at the regional level if not all of the respective Gwent partners are in agreement of its regional credentials

3.4 City deal (with a focus on regional transportation)

a) How did participants *frame* this issue (i.e. *what* did the conversations about regional working include)?

The initial analysis highlighted very limited synergy between WBOs for 5 PSB's and other partners for this priority. However, this was a strong theme during the interviews and in workshop one and has therefore been included as a potential regional priority. In Workshop one delegates were asked to score their ambition for delivering each of the emerging priorities at a regional rather than PSB level. This priority had highest level of Ambition score, suggesting that there is a very strong appetite for delivering this at a regional. This 'frame' included:

- Transport has an integrated impact on other priorities, (Jobs, Climate, Inequalities, Resilience etc)
- Lack of clarity with what is included in the City Deal for Gwent Partners and how Gwent PSB will maximise benefits?
- Must look beyond macro transportation and include community transport (Arteries and Veins versus Capillaries)
- opportunity to reduce access inequalities
- Cross Boundary transport networks require cross boundary solutions
- Already a strong engagement (and governance) between regional senior exec level partners – (is this already covered?)
- Access, connectivity, integration between forms of transport (e.g. walk, cycle, private, social and public)
- Affordability
- Need to ensure that Gwent doesn't duplicate City Region work, but supports and complements it

b) Were any *barriers or levers* identified for regional working?

Levers

- Collective opportunity for regional bargaining
- Already regional political buy in for the City Deal
- Opportunities to create wider opportunities that just economic (health, congestion, physical activity, environment)
- Funding already available
- High levels of public demand

Barriers

- Is the funding sufficient for an integrated network
- This project could be disrupted by short term political cycles
- Uncertainty of how PSB will directly benefit for this deal

c) What specific *activities* might regional working entail?

- Understanding the impact of national transport strategy on local areas and determining how best can PSBs influence this
- Look to influence city deal strategic decision that are being taken now by having a unanimous a Gwent wide approach
- Liaising with the city region team to ensure that the data they are using is current and makes best use of a local authorities understanding of their communities.

d) What would the *added value* of regional working be?

The key added value aspects highlighted during the analysis included:

- The opportunity to influence private companies to consider wellbeing
- A genuine opportunity to use the city deal programme to address the long-term well-being needs across social, economic, environmental and cultural aspects
- A stronger collective voice that might be able to have more weight in the city deal discussion

e) What can we learn from the good practice example provided?

The Case study example (Appendix 2) was based on the Long-Term Transportation strategy for one of America's West coast regions Puget Sound Regional Council. The Puget Sound Regional Council PSRC makes decisions about transportation, growth management and economic development. It has over 80 member organisations from across the sectors. In particular its long-term Transportation Strategy (2040) is forging a strong connection between transportation, public health, and the environment through programs focused on active transportation, climate change, and access to healthy food. The council's work in the health area has evolved in coordination with efforts at a variety of local and State agencies. The key learnings were:

- Recognition that benefits can be shared between agencies
- Integrated approach to addressing challenges between over 80 agencies/organisations
- Proactive use of health factors in transport project prioritisation
- A recognition that the benefits for communities must be clearly articulated to build consensus and buy-in

f) Summary

It is clear from the discussions that this is a priority for which there is a strong agreement between partners and a desire that this should be delivered at the regional level. There is also a very strong synergy with the issues highlighted under the Resilient Economies priority. Further discussions should develop a 'business case' for working on this as a regional objective including a focus on:

- Considering if this priority should be separately identified or should be a subset of the resilient economies priority. Thereby identifying the city deal and in particular transportation and a mechanism to deliver rather than a priority.
- Clearly articulating the Gwent vision for the city deal and sharing/using this to articulate the Gwent needs and expectations around the deal.
- Articulating the fully interconnected and interdependent opportunities that the city deal can deliver against the SD principle.

3.5 Natural Environment (Making the best of the natural environment to promote well-being)

a) **How did participants *frame* this issue (i.e. *what* did the conversations about regional working include)?**

The discussions focused on three main aspects: making use of Gwent natural assets; co-ordinating land management across Gwent and finally utilising the natural environment for social, cultural and environmental well-being. This 'frame' included:

- building on natural assets to benefit social, cultural and economic well-being
- the wide variety of natural environments and opportunities to do this
- better, co-ordinated links with Brecon Beacons National Park
- co-ordinated approach to green infrastructure and land management at a Gwent scale
- habitat connectivity
- local stewardship of natural assets
- encouraging access to the local environment,
- removing barriers to access to the local environment
- encouraging responsible use of the local environment
- encouraging local food supply
- engaging the third sector [in all of the above]
- engaging private land owners [in all of the above]
- active travel planning across the region

b) **Were any *levers or barriers* identified for regional working?**

Participants identified the following potential levers:

- Community engagement suggested major support for making better use of the natural environment for well-being.
- Cost benefits of sustainable land management at a regional level (approaches to water management and flood risk)

And the following barriers

- a lack of understanding across the public sector and decision makers and of the value of ecosystem services to well-being
- a lack of funding allocated to manage natural resources

c) **What specific *activities* might regional working entail?**

The broad discussion outlined in a) suggested the following inter-related activities for collaborative working for social, environmental, economic and cultural well-being outcomes:

- connecting habitats across Gwent – for biodiversity, climate resilience and increasing access for well-being
- co-ordinating approaches to land management (including public sector land and asset management) for well-being outcomes including encouraging local food supply

A specific suggestion was made about developing and implementing a Gwent Green Infrastructure Strategy and Plan adopted by all PSB members. This would seek to maximise the benefits that natural resources provide from a wider social, environmental and economic well-being perspective.

d) **What would the *added value* of regional working be?**

There were suggestions that regional working would be beneficial from the following perspectives:

- managing ecosystem services cuts across political boundaries, - lending itself to regional working (e.g. landscapes, river catchments, publicly owned assets, habitats)
- access to Gwent's natural assets happens at different spatial scales –this should be recognised in Gwent's approach to this issue i.e. communities and individuals accessing for their well-being range from very localised access to assets, to Gwent wide, Wales wide and international visitors benefitting from Gwent's natural assets.
- a more joined up approach to green infrastructure and, land management making most of Gwent's assets at a regional level may bring efficiencies in managing and funding ecosystem service management, and enabling greater access by communities to the natural environment

e) **What can we learn from the good practice example provided?**

London's approach to green infrastructure via the *All London Green Grid* provides a co-ordinated approach to green infrastructure in a very complex political environment across 33 boroughs and the greater London Authority. This has resulted in strategic and practical interventions within river and landscape corridors and open spaces and provided opportunities for new, existing and proposed green connections and corridors. Its focus is managing green infrastructure for healthy living, climate adaptation, cultural heritage and biodiversity. Co-ordination under one approach is helping to develop a more strategic approach to green infrastructure across London in respect of: understanding of physical and social assets; cross-borough working on specific projects: progress is in relation to health, travel; access to external funding; Engagement with the private sector.

f) **Summary**

It is clear from the discussions that there is *major potential* for collaborative work to make more of Gwent's natural assets to benefit well-being. Further discussions should develop a 'business case' for working on this as a regional objective including a focus on:

- enhancing economic, social, environmental and cultural wellbeing across Gwent including the health benefits of increasing access to the natural environment
- meeting public authorities' statutory obligations for biodiversity
- increasing climate resilience
- increasing understanding of (and managing the potential impact of) Brexit on landscape, environmental, social, economic and cultural objectives across Gwent
- accessing funding for managing ecosystem services
- applying learning from elsewhere, including the benefits of a 'Green Grid' approach

It is suggested that a task and finish group is established to engage with key regional and local actors to further explore the potential of this as a regional objective for Gwent partners and build a set of specific actions for regional collaborative work.

3.6 Resilient Local Economies

a) **How did participants *frame* this issue (i.e. *what* did the conversations about regional working include)?**

The discussions focused on maximising the economic, social, environmental and cultural; benefits from City Deal; the importance of transport connectivity; and opportunities for collaboration on commissioning and skills development to support the economy. This 'frame' included:

- understanding/recognising the co-dependency of local economies
- high impact opportunities for regional commissioning/procurement
- build resilience to external shocks through local supply chain development
- city deal [need greater clarity and collaboration]
- city deal – maximising [well-being] benefits for communities
- embracing future technologies (encourage businesses that can adapt / be flexible)
- opportunities to work together on common issues e.g. apprenticeships, training, education
- transport opportunities – and public transport collaboration
- commuting key part of regional economic resilience
- skilling people for jobs that businesses require across the region
- behaviour change to encourage travel to work
- localised work to minimise travel
- the impact of BREXIT

b) **Were any *barriers or levers* identified for regional working?**

Participants identified the following potential levers:

- City Deal has political buy in – opportunity to hook in other cultural, social and environmental benefits regionally
- Brexit – opportunity to review and set up new ways of working

And the following barriers

- Brexit – could lose funding currently used

c) **What specific *activities* might regional working entail?**

The broad discussion outlined in a) provided a specific suggestion for work to be done regionally between PSBs and those involved in City Deal. This would be to firstly understand the potential benefits of the Deal to areas within Gwent and secondly to engage in work to maximise the benefits of the investment for well-being across communities in Gwent.

The second area suggested for specific action would be to examine upcoming opportunities for commissioning/procurement at a regional level to support wider well-being outcomes across Gwent.

d) **What would the *added value* of regional working be?**

As well as the issues raised above, specific points were made about 'collaborative effort will have greater impact on local economies than individual action' and a 'shared commitment to work on solutions for smaller geographies [as well as the regional picture] as being of benefit.

The added value of working regionally on this issue needs further exploration and explanation.

e) **What can we learn from the good practice example provided?**

The work from IPPP focusing on resilient economies² shows the value of collaborative regional working in a number of key areas to support local resilience which include: encouraging socially responsible business; investment and local resource flows; a responsive and integrated public sector; accountability and engagement and environmental sustainability. The case studies highlight benefits of a broad regional framework and economic policy agenda for collaboration between the public and private sectors and local communities.

IPPP suggest that adopting a broad approach to economic resilience like these examples is more likely to result in wider social, environmental and cultural well-being outcomes as well as economic benefits. These examples focus in: better understanding of economic systems dynamics and the role of different partners; the trade-offs between economic and social and environmental pressures; a focused on the areas' resilience to pressures and shocks; and investment in infrastructure is focused on maximising community benefits.

f) **Summary**

It is clear from the discussions that the City Deal is the dominant regional economic agenda with major political, organisational and financial influence. There is a strong message from discussions that the most needs to be made of this investment for communities across the region. A strong pro-active link needs to be made between the PSBs across Gwent and the governance and delivery of City Deal.

A key question for the Gwent bodies to explore is whether there is appetite for collaborative work in addition to this to increase the resilience of local economies across Gwent. Will existing approaches and partnerships in Gwent help to increase understanding and interventions in the areas discussed in a) above. Or is new collaborative work needed in addition to activity around City Deal?

We suggest of particular importance is for public bodies to increase their understanding of the interconnections and interdependency of local economies at a Gwent level, (within a broad well-being context). Developing this understanding will help in identifying common resilience issues (e.g. impact of Brexit, opportunities for developing the foundation and social economies, managing the impact of welfare reform) and regional interventions to address these issues (rather than 5 separate distinct approaches for each PSB).

Given the limited discussion during after Workshop#2 on this issue, it is suggested that a task and finish group is established to engage with key regional and local actors to further explore the potential of this as a regional objective for Gwent partners.

² West of England; Cheshire & Warrington; Greater Manchester; Birmingham & Solihull and Cornwall and the Isles of Scilly

3.7 Climate Change Resilience

a) **How did participants *frame* this issue (i.e. *what* did the conversations about regional working include)?**

Discussions on climate resilience were focused on increasing public bodies understanding of future climate impacts and collaborative, preventative planning for coping with future impacts of climate change across Gwent³. There was strong agreement that regional work was appropriate due to the different spatial impacts geographies, scale, cross boundary nature of climate resilience. Participants felt Gwent bodies should be ambitious on this issue. This 'frame' included:

- Understanding potential future conditions and shared risks from climate change
- Climate change risk assessments – as good business intelligence for the public sector
- Organisations planning together for future impacts including contingency and scenario planning.
- Better developments in terms of adaptation [to future conditions]
- Climate impacts on food sustainability
- Collaborative work to understand impact of decisions on climate resilience and share solutions
- Preventative measures to cope with future conditions
- Working to 20 - 30-year timescales
- Protecting vulnerable communities

b) **Were any *barriers or levers* identified for regional working?**

Participants identified the following potential levers:

- Increased resilience to severe weather
- Resilience to supply chain disruption
- Focus on vulnerable communities
- Long term investment reduces future liabilities

And the following barriers

- Austerity –means a focus on here and now [rather than future?]
- Lack of understanding of risks, impacts and potential adaptation to climate change

c) **What specific *activities* might regional working entail?**

In addition to the broad discussion outlined in a) specific suggestions for collaborative work were to:

- build resilience of essential infrastructure to climate impacts: energy, transport, water supply
- collaborative approaches to manage land and assets for climate resilience⁴ (e.g. tree planting to reduce flood risk, adapted buildings).

³ Gwent partners need to guard against the assumption that everyone has common understanding of climate resilience term – they don't. Climate resilience is about planning for and adapting to potential future conditions rather than carbon reduction – although there can be some overlap e.g. land management and carbon sequestration.

⁴ See comments on 3.5 on Green Infrastructure

d) **What would the *added value* of regional working be?**

There was strong agreement that collective to work on climate resilience would add value to well-being planning and regional work across Gwent; specifically, by

- increasing the collective understanding climate risks regionally (and how they impact locally),
- identifying regional interventions to manage risk
- taking a co-ordinated approach to protecting vulnerable communities across the region through accessing funding and practical adaptation

e) **What can we learn from the good practice example provided?**

The work of Georgetown Climate Centre, which reviewed approaches regional collaboration on climate resilience across the USA⁵, provides a clear overview of the added value of regional level collaboration between local governments, agencies and municipalities. The collaboration took place between public, private, voluntary, academic, utility and non-profit organisations. All of this work aimed to build capacity of stakeholders, and make recommendations for climate resilience through planning, policy and investment. Specific benefits from working at a regional scale included: more integrated approaches to policy and planning for the future; leverage of and pooling of resources; collective risk assessment; a regional voice to government and funders; limiting future liabilities from climate change in infrastructural investment; and continuity beyond political process. A key finding of this work is that well-coordinated adaptation can foster resilience across an entire region, whereas piecemeal approaches can be counterproductive, in some cases increasing climate risks to individual areas within regions.

f) **Summary**

There is an appetite for working on climate resilience across Gwent. This is an issue that lends itself to regional working because of the scale and cross cutting nature of potential climate impacts – preventative actions and management of climate risks.

Climate resilience was picked up only in in generic terms in the PSBs well-being Assessments and will potentially form a key part of NRW's Area Statements – however it was clear from partners across Gwent of a need to work collectively on increasing their collective understanding, risk assessment and planning interventions which reduce climate risks across the region.

There is a clear focus so far on infrastructural resilience; the role of the landscape in adapting to climate change, and the impact on and protection of vulnerable communities over the long term.

As with other potential objectives, it is suggested that a task and finish group is established to engage with key regional and local actors to further explore the potential of this as a regional objective for Gwent partners and build a set of specific actions for regional collaborative work.

⁵ This reviewed regional collaboration on climate adaptation in: Los Angeles; San Diego; California Capital Region; Sierra, South east Florida; Washington State.

3.8 Reducing Poverty and Deprivation

a) **How did participants *frame* this issue (i.e. *what* did the conversations about regional working include)?**

Discussions on reducing poverty were wide ranging but non-specific in terms of the added value that additional regional collaborative work would offer. The 'frame' included commentary on the diverse nature of poverty across Gwent and existing activity addressing this at local and regional levels.

- Poverty is diverse in its nature and localised
- PSBs are managing the consequences of welfare reform
- The funding base for programmes tackling this is in flux – with potential adverse consequences on target groups
- Regional economic focus (jobs) is the best solution to tackle this issue
- Poverty multi-faceted problem with a variety of driving factors which vary significantly across the region (rural/urban/ valleys/ inner city.)
- Gwent wide work is already underway within the housing poverty group
- This is more about learning from each other rather than providing a Gwent wide service
- People being skilled to access regional & local jobs is critical
- Important that transport links are available and affordable,
- Vital that people's attitude to work and self-help are developed.
- Poverty links into the criminality agenda and needs to be considered in this theme more proactively

b) **Were any *barriers or levers* identified for regional working?**

Participants identified the following potential levers:

- There is already a lot of work going on at local and regional levels
- Gwent wide groups on housing and revenue and benefit management
- Local groups in every PSB area addressing the issue

No barriers were identified.

c) **What specific *activities* might regional working entail?**

The only specific suggestion made was that there may be some benefit in taking a collaborative approach of PSBs and regional partners lobbying on funding for poverty and deprivation, including liaison with Welsh Government on funding frameworks and reporting requirements

d) **What would the *added value* of regional working be?**

The group response showed limited ambition for regional working on this issue and has, so far, provided no specific indications of the added value of regional collaboration. It should be noted that there was only limited discussion of this issue after Workshop#2 and GSWAG should set time aside to explore this issue together (see comments in f) below).

e) **What can we learn from the good practice example provided?**

The charity *Sustain* has been working with the London Boroughs to establish a better understanding of food poverty across the 33 Boroughs and to work on solutions to food poverty within the 8.5 million people who live across London. They have established two baseline documents to help in collaboration and raise the profile of food poverty.⁶ There are close links between this work and *London Food Link* which provides practical solutions to address food poverty through work with suppliers, retail, business and community. This approach provides evidence, collaboration and practical action for food poverty across a complex political and organisational environment. Asset mapping, multi-agency work and engagement across all local authorities and experts is focusing efforts to: understanding of current situation; what is currently being done to help; dissemination of good practice; and practical interventions at the community level.

f) **Summary:**

The discussion of this potential objective has resulted in limited evidence that there is appetite to work regionally on this issue. It is strongly suggested that before any decision is made on selection (or non-selection) of regional objectives that GSWAG engages further with key regional and local actors to 'double check' the potential for regional work which might add value to well-being planning and existing activity on poverty and deprivation.

Poverty and deprivation is as stated by participants a broad and complex issue and it may be that there are some specific issues or determinants of poverty which may lend themselves to regional intervention which are not currently being picked up by individual PSBs or in the discussions so far. The work of *Sustain* on food poverty is an example of this. Others may include

- regional work on increasing Gwent wide understanding of a specific poverty issue e.g. the regional impacts of welfare reform and impacts on mental health of benefit claimants
- regional work on which poorer communities may be most vulnerable to climate impacts, and where resources should be invested to protect them
- how the City Deal can most benefit poorer communities across Gwent.

⁶ *Good Food for London* –which outlines the 'assets' within each Borough in terms of current projects, approaches to food poverty through services and community engagement. And *London Food Poverty Profile* which provides the evidence base, statistics, recommendations and good practice which is being used to influence work in the Boroughs and GLA.

4. Analysis and next steps

4.1 This report should be used to guide further discussions by GSWAG and the Gwent partners on regional well-being objectives.

4.2 So far, the wide variety of existing regional, PSB and organisational objectives have been distilled down to 8 key themes and explored briefly in two workshops to begin to develop a rationale for working on these themes on a regional basis.

4.3 A key message from this work is that selection of potential regional objectives is a work in progress, and further work is needed to explore these with policy leads and experts in these areas across Gwent to determine exactly *what* regional activity might add value and identify specific actions under each of these themes. This work has begun that process. In summary for each of the 8 themes:

Potential Objective	Summary of work so far:
1. Preventative measures to ensure a “best start” in life	There is a strong rationale for regional working, however there is a need for a better understanding of specific regional activity which will add value; assessing the effectiveness of existing interventions; funding; and business intelligence.
2. Reducing inequalities	Whilst this issue is considered important by the partners, there is no clear consensus on the scope of reducing inequalities and there is limited focus on specific activities- consideration should be given to this being a principle underpinning regional work?
3. Resilient communities	There was limited consensus on what resilient communities meant in different parts of Gwent and there was a strong view that this was better delivered at a local rather than regional level?
4. City Region (Regional Transportation)	This priority was considered to be a key driver for delivering well-being benefits across Gwent wide. However, a better understanding of the specific well-being benefits to PSBs would be of helpful and some consideration of this priority being a subset of “Resilient Economies (7).”
5. Natural Environment (making the best use of Gwent’s natural environment to promote well-being)	Strong emerging rationale for regional working on Green Infrastructure and increasing access to the natural environment.
6. Climate Change Resilience	Strong emerging rationale for regional working on landscape, infrastructure and vulnerable communities.
7. Resilient Local Economies	Further discussion need with key actors on breadth of approach to local economic resilience, City Deal and value of regional work.
8. Reducing Poverty & Deprivation	Needs further discussion with key actors to check on specific poverty issues to

	understand better how regional work might add value.
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4.4 Our initial analysis at this stage suggests

- a) Two potential themes to develop further thinking on regional objectives which provide some indication of scope, focus and detail:
 - Natural Environment
 - Climate Resilience
- b) Two themes which need further discussion to determine their scope, focus and detail within Gwent:
 - Reducing Poverty & Deprivation
 - Preventative Measures to ensure a best start in life
- c) Two themes which are inter-related and their scope, focus and detail for regional work still needs to be determined:
 - Resilient Local Economies
 - City Deal
- d) Two themes where there is a lack of consensus on scope, focus and detail on how they might be pursued on a Gwent wide basis
 - Reducing Inequalities
 - Resilient Communities

It is clear that further work needs to be done by GSWAG to develop compelling definitions for senior leaders and decision makers and to give them an understanding of the scope and potential positive impact of regional work in these areas.

4.6 This work has also determined that any potential Gwent regional objectives should be assessed against a number of parameters to support their rationale:

- the positive impact (s) they have on the citizens of Gwent
- potential efficiencies (including contribution to the work of individual PSBs and regional partners objectives)
- provision of competitive advantage for Gwent
- ensuring that no one in Gwent is disadvantaged
- whether governance is or can be put in place to deliver the activity in Gwent

We suggest that in addition to this each Gwent objective is also assessed on

- how it contributes to the national well-being goals⁷,
- how the sustainable development principle⁸ applies, specifically how it contributes to the ability of future generations of people in Gwent to meet their needs

4.6 At this stage in the process, it is strongly recommended that Gwent partners do not adopt a 'let us pick one thing and do it well' approach to regional objectives. Emerging from this analysis is a clear recognition that there a number of important policy issues which need work at a regional level in Gwent. Arbitrarily picking one without a clear rationale for doing this would be a disservice to the other key issues identified in this

⁷ Wales National Well Being Goals: Prosperous Wales, More Equal Wales; Cohesive Wales; Resilient Wales; Vibrant Culture and Language; Healthy Wales; Globally Responsible Wales.

⁸ ensuring that "the needs of the present are met without compromising the ability of future generations to meet their own needs" *through* the five ways of working; long term; prevention; collaboration; involvement and integration.

analysis – and unnecessarily limit the ambition to develop working between partners across the region. Many of these themes are worthy of further investigation from policy leads before a decision is made on prioritising a smaller number of activities for regional action.

- 4.7 It is also recommended that themes are not ‘merged’ at this stage – for example resilience ‘appears’ within a number of objectives – however we suggest that many of these themes are worthy of further exploration in their own right.
- 4.8 What has also emerged from this work is a picture of the complexity and inter-relationships of governance, strategic, implementation and funding systems across Gwent which need to form part of ongoing discussions on regional objectives. We recommend that time is set aside to properly discuss these ‘systems’ to better understand how regional work might be implemented across Gwent under selected themes
- 4.9 We suggest that it is important that regional objectives in Gwent focus on resolving *specific policy issues* for better outcomes in communities across the region. While ‘working together better’ and involving the public and communities more closely in public service planning are extremely important – these are the ‘*how*’ of regional working and should not detract from regional work to implement solutions to difficult, common and intractable policy problems.
- 4.10 This work has also given us insight into governance across Gwent and the complexity of this across different policy themes. It is vital that as part of ongoing discussions on regional objectives that the relationship between governance and delivery mechanisms and PSBs is discussed and made clear – for example between PSBs and the City Region Board.
- 4.11 We suggest that short and medium-term steps for GSWAG could involve the following:
- discussion within GSWAG of the report findings and key messages for the Executive Summary on potential regional objectives for consideration
 - engagement with Gwent leaders on the report contents and potential priority themes
 - task and finish groups with local, regional and national experts to develop objective wording, scope, content and specific actions under each theme using the criteria outlined in 4.6
 - selection of key themes for regional working
 - planning for delivery of regional work under priority themes
- 4.12 We understand that this work is being developed against the backdrop of the Local Government White Paper and key messages from Welsh Government on regional collaboration. This is new territory for those involved, and GSWAG and Gwent partners investing in further discussions on the rationale for regional working on well-being should provide a good basis (and evidence) for the ongoing wider discussions on regional and collaborative delivery.

5. Further refinement and definition of the Gwent-wide priorities

5.1 The Gwent Priorities Task Group met on the 14:08:17 to review the draft report and to discuss and agree further refinements. At that meeting there was a consensus amongst the group that given that we are at the early stages of developing the regional approach to well-being in Gwent, having a realistic and manageable set of well-being objectives remained important to the group. The initial analysis provided within the draft report (page 27) was helpful in steering the group towards the long list (of 8 potential objectives) but that the ambition of the group at this stage was to further refine these into a smaller set of priorities. There was recognition amongst the group that the work on potential priority themes could continue ad infinitum with further investigations, analysis and consultations, but in doing so there is a risk that the alignment with the 5 Gwent PSBs well-being plan timescales is lost and the appetite for progressing a set of well-being objectives on a regional footprint diminishes.

5.2 In terms of the process by which the four priorities were determined, each of the 8 potential was discussed in turn by Task Group members, taking into account issues such as the interface with PSB objectives and existing plans and activity, and the potential impact on the citizens of Gwent. A summary of the feedback is outlined in the figure below:

Potential objective	Feedback and task group response
Preventative measures to ensure a best start in life	This area of work is already well-developed at a Local Authority level, with the exception of the AEC's agenda which could benefit from a regional approach, because it is still at the development and planning stage. ACEs also links to the reducing inequalities objective.
Reducing inequalities	This has to be one of the priorities, because it's a challenge for all Public bodies in Gwent and an area where we recognise that we've had limited impact to date. There needs to be a clear focus for which aspects of inequalities would be focused on, ACEs is proposed as one key focus because of the potential role for many of the PSB partners and because of its positive impact on people in Gwent. Reducing cancer inequalities is the other key focus because it would have a strong impact on the citizens of Gwent, it's a specific and measurable example of inequality, the action required is across Public bodies, and relates to the healthy lifestyles, which features strongly in the emerging priorities of the Gwent PSBs.
Resilient communities	There is still a lack of clarity about what this actually means and how it could be planned and delivered regionally. Although important the view was that this was best addressed at a local authority level.
City Region & regional transportation	This is important, because the need for transport improvement came out strongly in public consultation and because there's a gap in PSB partners knowledge about what the City Deal will mean for Gwent.

Natural Environment – making the best use of Gwent resources to promote well-being	This is a strong potential objective, because it lends itself to a regional approach, it's about using the assets of Gwent which the citizens tell us that they value.
Climate change resilience	This is seen as a strong and new area for public service collaboration regionally.
Resilient local economies	This was seen as potentially linking with/duplicating the City Deal priority.
Reducing poverty and deprivation	This was seen as having a strong link with the City Deal priority and the reducing inequalities priorities.

5.3 Through this discussion and by enabling the Gwent Priorities task group members that weren't present to feedback via email we have identified 4 Gwent well-being objectives, as follows:

<p>Working collaboratively with Public sector partners and the citizens of Gwent, we will:</p> <ol style="list-style-type: none"> 1. Make the best use of our natural resources to promote well-being 2. Work towards Climate Resilience, and reduce the regions carbon emissions 3. Reduce inequalities, with an initial focus on <ul style="list-style-type: none"> ○ reducing cancer inequities; ○ an ACE informed approach to public service delivery and community safety 4. Maximise the city deal benefits for Gwent, with a particular focus on improving
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5.4 Through the discussion there were a number of enablers or 'how' we work that were identified for the Gwent regional work. They were:

- Procurement
- Work-force and Organisational development
- Shifting the balance of public sector or resource to early intervention and prevention.
- Maximising all opportunities and the collective voice of Gwent Public Sector leaders in Gwent to improve well-being.

Appendix 1 – Material/Data used in Analysis

1. Public Service Board's Well Being Assessments for: Blaenau Gwent, Caerphilly, Monmouthshire, Newport, Torfaen
2. Emerging Well-being Objectives and rationalisation/Prioritisation approaches for: Blaenau Gwent, Caerphilly, Monmouthshire, Newport, Torfaen PSB'
3. Strategic/Well-being objectives for NRW, Gwent Police, ABUHB, SWF&R
4. Interviews with Representatives of G-SWAG, Blaenau Gwent, Caerphilly, Monmouthshire, Newport, Torfaen PSB's, NRW, SWF&R, ABUHB and Gwent Police
5. Cardiff Capital Region Publicly available - Strategic documents
6. Meeting Sphere delegate inputs – Workshop 1 and post workshop inputs - (see separate output)
7. Meeting Sphere delegates input – Workshop 2 and post workshop input – (see separate output)
8. RAG analysis of well-being objectives and strategic objectives across the Gwent PS family – (See separate spreadsheet).
9. Various contextual documents such as Welsh Government's White Paper "Reforming Local Government".
10. Good Practice Case studies – (See appendix 2)

Appendix 2 – Good Practice Case studies

The following Case studies were selected and shared with the delegates during workshop 2 to act as a stimulus to the discussion around regional priorities for Gwent. One Case study was provided for each of the eight emerging priority themes.

Case study - Preventative measures for a best start in Life – Canadian Public Health Authority - Best Practice Portal – Nurse Family Partnership intervention

Overview

Nurse-Family Partnership (NFP) is a prenatal and infancy nurse home visitation program that aims to improve the health, well-being, and self-sufficiency of low-income, first-time parents and their children. NFP was founded on concepts of human ecology, self-efficacy, and human attachment. Its program activities are designed to link families with needed health and human services, promote good decision-making about personal development, assist families in making healthy choices during pregnancy and providing proper care to their children, and help women build supportive relationships with families and friends. Nurses follow a detailed, visit-by-visit guide that provides information on tracking dietary intake; reducing cigarette, alcohol, and illegal drug use; identifying symptoms of pregnancy complications and signs of children's illnesses; communicating with health care professionals; promoting parent-child interactions; creating safe households; and considering educational and career options.

Program objectives include decreased substance use, improved maternal economic self-sufficiency, fewer subsequent unintended pregnancies, reduced child abuse and neglect, and improved school readiness of the children

<http://cbpp-pcpe.phac-aspc.gc.ca/interventions/nurse-family-partnership/>

Individual programs serve a minimum of 100-200 families and are supported by 4-8 trained registered nurse home visitors (each carrying a caseload of 25 families), a nurse supervisor, and administrative support. Nurse home visits begin early in pregnancy and continue until the child's second birthday. The frequency of home visits changes with the stages of pregnancy and infancy and is adapted to the mother's needs, with a maximum of 13 visits occurring during pregnancy and 47 occurring after the child's birth.

Lessons/Benefits

Several evaluations, including randomized controlled trials, have consistently demonstrated the intervention's positive impact on maternal and child health, including: improved maternal sense of master and self-sufficiency, fewer incidences of childhood injuries and maltreatment, fewer subsequent pregnancies and increased intervals between children, improved prenatal health, and less frequent smoking, improved academic indicators for child, and use of alcohol and drugs among children at follow-up



Case Study - Reducing Inequalities (Advancing equalities) – New Zealand – Ministry of Social development and employment – reducing inequalities strategy

Overview

The MSD&E is all about helping to build successful individuals, and in turn building strong, healthy families and communities. They are working towards this through providing:

- employment, income support and superannuation services
- funding to community service providers
- social policy and advice to government
- student allowances and loans
- social housing assistance.

This is not work we do alone. We work closely with other government agencies, non-government organisations, advisory and industry groups, and communities and iwi. Together we aim to make a positive and lasting difference in the lives of New Zealanders.

Reducing inequalities is a whole of government policy encompassing both social and economic initiatives. The reducing inequalities policy aims to reduce disadvantage and promote equality of opportunity in order to achieve a similar distribution of outcomes between groups, and a more equitable distribution of overall outcomes within society. This means both:

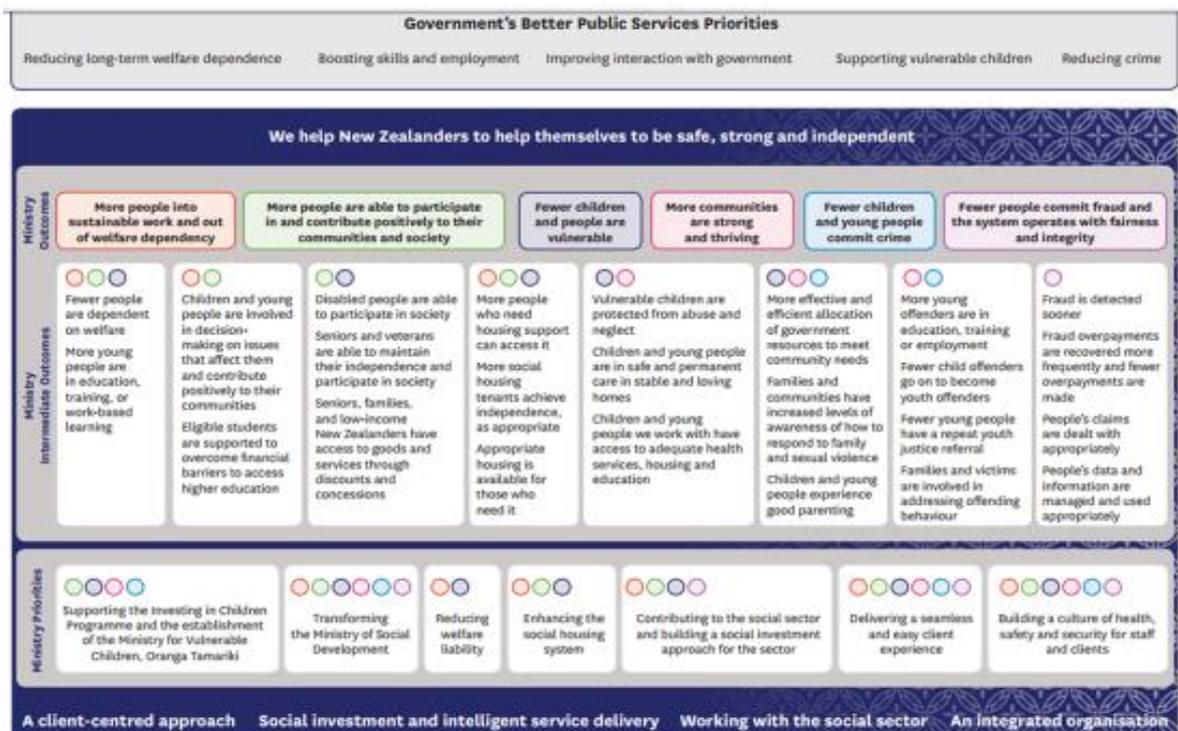
- achieving some minimum level of wellbeing for all people, so all may participate in our society (e.g. tackling poverty, low levels of foundation education skills and victimisation), and
- trying to ensure a more equal distribution of the determinants of wellbeing across society, i.e. greater equality of real opportunities, where family background, ethnicity or disability are not major determinants of individuals' life chances.

Lessons/Benefits

- Recognition that there must be a multi-agency approach to tackling the issues
- Have begun to define what they are trying to achieve and how
- A clear set of strategic priorities that support the overall strategic aim of helping "New Zealanders to help themselves to be safe, strong and independent" – See examples on next page
- Ministry is currently going through major transformation to achieve its ambition



<http://www.msd.govt.nz/documents/about-msd-and-our-work/work-programmes/policy-development/reducing-inequalities/reducing-inequalities-next-steps.pdf>



Case Study - Community Resilience – Pittsburgh Resilience Strategy



Overview

Pittsburgh has worked hard to shake the effects of massive population loss and economic decline after the collapse of the region's steel-based industrial sector. Over the past decade, the city has built on its strengths as a hub for education, technology, and medicine. But it continues to face challenges as a result of its industrial legacy and in the face of 21st-century pressures from globalization, urbanization, and climate change. The region also must contend with a fragmented system of governance that hinders efforts to develop cooperative strategies for progress. And enduring racial and socioeconomic disparities serve as a reminder that new opportunities are not equally shared among residents.

In March, the City of Pittsburgh released OnePGH: Pittsburgh's Resilience Strategy with the goal of bringing together diverse communities and solutions to help guide long-term, sustainable development in the region. Working with Pittsburgh's Office of Sustainability and Resilience and 100 Resilient Cities, pioneered by Rockefeller Foundation to support city-level initiatives to improve resilience a preliminary resilience assessment (PDF) and the strategy document were produced. The project captured perceptions of Pittsburgh's resilience through a survey, interviews, focus groups, workshops, and community forums. The team combined this information with lessons from the literature to establish a resilience framework for the city and region, along with guidance for prioritizing goals, objectives, and actions.

At the heart of this strategy is the principle of collaboration: "By fostering a regional atmosphere of collaborative problem solving and resource coordination, the strategy will build on collective efforts and establish a guide for activities that need initiation, coordination, acceleration and amplification. Pittsburgh will thrive in the 21st century as a city of engaged, empowered and coordinated neighbours"

Lessons/Benefits

- Whilst Pittsburgh is a city, there is a strong Synergy with Gwent:
 - Industrial heritage
 - Developing new sectors
 - Fragmented governance
 - Significant disparities between communities
- Assessing the resilience need is an important first step
- Collaborative problem solving on a regional basis
- Has at its core four key values – People, Place, Planet and Performance
- Multi faceted integrated objectives



<http://pittsburghpa.gov/onepgh/index.html>

Case study - City region and regional transportation – PSRC Developing a Long term (2040) Transport Strategy

Overview

The Puget Sound Regional Council PSRC makes decisions about transportation, growth management and economic development. It has over 80 member organisations from across the sectors. In particular its long term Transportation strategy (2040) is forging a strong connection between transportation, public health, and the environment through programs focused on active transportation, climate change, and access to healthy food. The council's work in the health area has evolved in coordination with efforts at a variety of local and State agencies.

According to Council's director of integrated planning, "Some of our early work in the health arena centred on air quality, congestion management, safety, and greenhouse gas emissions, which all have health implications. Most recently, we are working with our various county health departments, as we share many co-benefits. For example, improving air quality reduces rates of heart disease, asthma, and stroke, while increasing physical activity reduces obesity and heart disease."

The council has begun to refine its approach to bicycle and pedestrian planning with a focus on promoting active living. And, for the next long-range transportation plan, the council's board has asked staff to incorporate health into the measures used to prioritise projects.

The long term Transport strategy also highlights how – "the focus can be on communicating what will be happening and the benefits of investments for communities throughout the region"

Lessons/Benefits

- Recognition that benefits can be shared between agencies
- Integrated approach to addressing challenges between agencies
- Proactive use of health factors in transport project prioritisation
- A recognition that the benefits for communities must be clearly articulated to build consensus and buy-in.

<https://www.psrc.org/our-work/transportation-2040>



USA Regional Climate Collaboration



Overview:

Georgetown Climate Center reviewed benefits of regional collaboration on climate adaptation: Los Angeles; San Diego; California Capital Region; Sierra, South east Florida; Washington State.

All describe collaboration between public, private, voluntary, academic, utility and non profit organisations

All aim to build capacity of stakeholders, and make recommendations for climate resilience through planning, policy and investment.

All realising benefits from working at a regional scale – leverage of resources, staff time, collective risk assessment, regional action while still respecting individual autonomy of partners.

Detail on: formation; roles; engagement; policy; evidence; decision making; funding.

Lessons:

Piecemeal adaptation approaches that vary from one community to the next can be counterproductive – whereas well co-ordinated adaptation can foster resilience across an entire region.

Benefits:

- Addressing gap in managing risks to communities
- Flexible to meet multiple needs
- Pooling resources
- Profile of the issue and funding
- Regional voice to government and funders
- Build trust and relationships
- Continuity beyond political process

Lessons in Regional Resilience (Georgetown Climate Center) 2017
<http://www.georgetownclimate.org/reports/lessons-in-regional-resilience.html>



Resilient Local Economies

Overview:

Work on creating resilient local economies in West of England; Cheshire & Warrington; Greater Manchester; Birmingham & Solihull and Cornwall and the Isles of Scilly. Has been drawn on by PPIW to develop a 'model' approach to developing local economic resilience.

This draws on elements of good regional working which support resilient economies around responsible business; investment and local resource flows; a responsive and integrated public sector; accountability and engagement and environmental sustainability

Lessons:

This is a model approach which drives a broader policy agenda going beyond narrow economic growth – focusing on how economic development can benefit social, environmental and cultural well-being across a wide geographical areas and for individual communities

Benefits of IPPP model:

- close working relationships between constituent local authorities and wider partners.
- work more effectively to drive economic planning and resilience across regions from cities
- better understanding of the the dynamics of the partnership 'structure' that exists within a city-region or functional economic area.
- constituent local authorities take lead roles on particular issues
- regular meetings at all levels; joint projects; secondments; setting up commissions to work across boundaries at the local level,
- long-term (10 year) strategy should be developed.
- social considerations feature strongly alongside economic growth.
- shows how individual communities within the area are in a position to benefit from economic growth.
- creates a better understanding of trade offs between economic and social and environmental pressures
- focuses on the areas resilience to pressures and shocks.
- investment in infrastructure is focused on maximising community benefits

<https://www.ippr.org/publications/developing-resilient-local-economies-good-practice-among-local-enterprise-partnerships>



All London Green Grid

Overview:

The ALGG aims to utilise London's green infrastructure in order to secure environmental, social and economic benefits covering:

- river and other key landscape corridors
- established open spaces
- and opportunities for new, existing and proposed green connections and corridors

It aims improve the function, use and performance of London's green infrastructure for healthy living, climate adaptation, cultural heritage and biodiversity. This infrastructure is already used in many different ways including by pedestrians, for water management, for cooling the grey urban spaces and as an ecological corridor, as well as leisure, cycling and education. Work across 36 Boroughs, delivering multiple partnership projects and has own SPG via GLA.

Lessons:

Although the partnerships across the Boroughs are complex and 'sophisticated', co-ordination under one approach is helping to develop a more strategic approach to green infrastructure across London.

Benefits:

- understanding of physical and social assets.
- cross-borough working on specific projects under ALGG 'banner'.
- prioritised and catalysed project delivery
- strategic approach to green infrastructure delivery.
- progress is in relation to health, travel and access.
- regular access to external funding; Section 106 agreements, HLF, regeneration and programme funds.
- evidence of local business starting to buy into the ALGG or green infrastructure strategies.



London Boroughs' approach to Food Poverty

Overview:

The charity *Sustain* has been working with the London Boroughs to establish a better understanding of food poverty across the 33 Boroughs and to work on solutions to food poverty within the 8.5 million people who live across London

They have established two baseline documents to help in collaboration and raise the profile of food poverty.

Good Food for London –which outlines the 'assets' within each Borough in terms of current projects, approaches to food poverty through services and community engagement.

And *London Food Poverty Profile* which provides the evidence base, statistics, recommendations and good practice which is being used to influence work in the Boroughs and GLA.

There are close links between this work and *London Food Link* which provides practical solutions through work with suppliers, retail, business and community

Lessons:

This approach provides evidence, collaboration and practical action for food poverty across a complex political and organisational environment. This is a systemic approach to a complex policy problem which affects all partners – but has no strategic or legal focus from central government .

Asset mapping, multi-agency work and engagement across all local authorities and experts is focusing efforts across a spectrum of organisational, political and social contexts.

Benefits:

- understanding of current situation
- clarity of what is currently being done to help
- dissemination of good practice
- combination of strategy, evidence and practical interventions at the community level
- strong link to early years intervention
- links across all sectors including food retail
- local political engagement, accountability and engagement with GLA

London Food Poverty Profile

https://www.sustainweb.org/publications/beyond_the_food_bank_2016/

Good Food for London
<https://www.sustainweb.org/londonfoodlink/goodfoodforlondon/>

