

## **NETHERWOOD SUSTAINABLE FUTURES**

Sustainable Governance Policy Practice



# **Swansea PSBs Well-being Objectives: progress so far**

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## **1. Background**

1.1 This document constitutes a brief report from Netherwood Sustainable Futures to support Swansea Public Services Board in their selection of objectives for their Well-being Plan in response to the Well-being of Future Generations Act (Wales) 2015 (WFG Act). It provides an overview of work undertaken by partners in three workshops during June and July 2017<sup>12</sup> and a synthesis and brief analysis of the material emerging from these workshops. NSF provided support to City and County of Swansea to plan, deliver and report on these workshops.<sup>3</sup>

1.2 The workshops aimed to explore:

- potential strategic priorities for the PSB
- the level of ambition of the PSB
- areas of work where collective action by the PSB would add value to existing approaches
- key issues emerging from the well-being assessment and other work of key stakeholders which might inform objective setting

and as a result of this, identify

- key themes where intervention is needed by the PSB
- potential objectives for Swansea PSB

1.3 Each workshop included: an overview of what was required from the Act; discussion of the challenge for collective action by the PSB; reflection on the well-being assessment; and series of exercises which sought to clarify the PSB's position in relation to strategic priorities and where collective action might be of most benefit. Discussion of future trends also informed each workshop. The exercises undertaken by participants are listed in Appendix A. Presentations used to stimulate debate are available from City and County of Swansea

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<sup>1</sup> PSB Core Group workshop 15<sup>th</sup> June 2017

Swansea Council for Voluntary Community services 3<sup>rd</sup> July 2017

Swansea PSB Partnership Group 11<sup>th</sup> July

<sup>2</sup> Data has also been used from a Citizen's workshop run by CCS during 30<sup>th</sup> May 2017

<sup>3</sup> The author has a wide range of consultancy experience helping the public sector and others to develop their thinking around the Well-being of Future Generations Act, including their corporate responsibilities, governance and partnership work. This includes support to Councils, Public Service Boards, NRW, University Health Boards, Welsh Government, WLGA, PHW and the Future Generations Commissioner. He is also an Honorary Research Fellow at Cardiff University exploring governance and sustainability.

1.4 It is important to note two issues:

- that this process sought to *open up* discussion on what role the PSB might have in enhancing its work across Swansea’s communities. It sought to explore where there was consensus and where there were differences in opinion and approach, on what should be worked on collectively to add value to existing activity.
- this ‘opening up’ was deliberate to help identify key strategic priorities, understand ambition and gain a wide number of views before specific objectives were discussed.

1.5 The analysis below seeks to reflect the discussions so far, provide some observations on the emerging priorities and makes recommendations to the PSB for ongoing work on objective setting.

## 2. Emerging priorities

2.1 The core group discussed a number of emerging areas where collective action might enhance and add value to communities and their existing programmes of work. These were then explored and developed by both SCVS and the Partnership Group (see 2.2. and 2.3). This core group thinking provides a set of *potential* key themes for action to develop specific objectives in their well-being plan. The emerging themes from the core group included:

Pride	Developing a sense of pride with Swansea’s communities and citizens.
City Deal & Infrastructure	Making the most of city deal for Swansea’s citizens and co-ordinated approach to planning Swansea’s infrastructure.
Early Years	Co-ordinating approaches to preventative work across Swansea.
Community Cohesion	Developing cohesive (and resilient) communities across Swansea.
Social Capital/ Behaviour Change	Understanding and building on Swansea’s social capital and developing self-reliance for Swansea’s citizens and communities.
Ageing Well	Co-ordinating approaches to work for elderly citizens and planning for an ageing population.
Climate Change/Carbon Reduction	Working on climate resilience for vulnerable communities and developing low carbon infrastructure.
Joint Working	Understanding what partners offer and where collective action can make the most difference.

2.2 The core group list was added to by Community and Voluntary Sector. Areas raised by this group in addition to those above included:

- Belonging (as part of Pride),
- Learning more about each other (as part of joint working),
- Co-productive capacity (as part of joint working),
- People having a voice.

Specific issues identified for better collective action were:

- Education (as a cross cutting issue),

- Families (as part of early years and other themes),
- Housing.

2.3 After exploring all of these potential issues on July 15<sup>th</sup> the Partnership group also added Biodiversity – an area where attendees believed better collective action could add value across Swansea. Mental Health was also picked up as a key issue, but attendees provided little detail on what this meant for the partnership, what collective action might add value to existing approaches or additional interventions which might address this. However, the PSB might wish to consider whether they need to do further thinking on whether collective work on this key strategic and service issue should be included alongside the other priorities highlighted in this report.

The list below provides the ‘what’ that the PSB believe that they *could* work on, and areas to consider for objective setting.

Pride / Belonging	Housing
City Deal and Infrastructure	Biodiversity
Early Years	How we work together
Community Cohesion	(Joint working learning about each other
Social capital / behaviour change	and people having a voice)
Ageing well	
Climate change & Carbon Reduction	

2.4 It is important to note that the consensus was that *all* of these areas might benefit from better collective action across Swansea. This finding should not be lost in objective and plan setting, which may prioritise some of these issues for the plan. The evidence from the workshops suggests:

- that partnership working needs to improve across a wide range of policy and delivery areas in Swansea.
- that there is an acknowledgement and willingness from participants to improve partnership working to address well-being.
- that the WFG Act provides an opportunity to address weaknesses and build on the strengths in the way well-being is addressed in Swansea in these policy areas.
- the PSB and its constituent partners have a central role in addressing these issues in their work.

2.5 The following sections provide some insight into the views from participants about what they actually *mean* by these themes, their observations about the ‘systems’ which influence them and the consensus<sup>4</sup> that has emerged the workshops. This analysis provides the PSB with valuable insight from participants about:

- *what matters to them.*
- *where they think additional collective work would help.*
- *their thinking on what would make a good objective.*

This should inform the PSB about the potential nature, scale and ambition of the objectives for the plan.

Please note that the additions in *italics* are NSF’s collective description of the observations. These may inform debate on potential objectives.

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<sup>4</sup> Please note that full notes are available on each workshop. These section provide an overview of key issues emerging under each theme and common issues raised across all three events.

## 2.6 PRIDE AND BELONGING

The following common issues emerged from discourse on Pride and Belonging in the workshops – where there was distinct focus on objectives focusing on Swansea’s assets and how they might address some of the deficits and problems in Swansea’s communities.

### **PSB Workshop observations on PRIDE AND BELONGING**

#### *Developing a sense of pride with Swansea’s communities and citizens*

- Using positive language about Swansea and Wales.
- Joint communications.
- Focus on pride of place.
- Community of place, of group, community of heritage.
- Communities feeling like they own communal spaces and community greenspaces.
- Understanding our belonging within the natural environment and valuing Swansea’s diverse environment and wildlife.
- Building up social institutions and networks in communities, join them up introduce people to them, give people roles.
- Campaigns across subjects, pride in local environments, pride in our children, pride in Swansea charter.
- Understanding social media communities and their impact.
- People to be encouraged and supported to look after and improve their own neighbourhoods.
- Developing a shared sense of what we are trying to achieve – a mission.
- City of Culture status by 2021 and plan for beyond that.
- Coordinated, proactive pride of place ‘making’.

A key question for the PSB to consider is which of these should be developed as objectives for collective action?

## 2.7 CITY DEAL AND INFRASTRUCTURE

The following common issues emerged from discourse on City Deal and Infrastructure, which will have a major influence on well-being in Swansea and across south west Wales. There was clearly an appetite in the workshops for a strong link between the PSB and city deal activity to make the most out of the investment for Swansea's citizens.

### **PSB Workshop observations on City Deal and Infrastructure**

*Making the most of city deal for Swansea's citizens and co-ordinated approach to planning Swansea's infrastructure*

- Be clearer on what City Deal is to our citizen's - involvement - transparency and benefits. Translate to tangibles for citizen.
- Develop a collective programme of work between the City Deal Board and the PSB.
- Collaborate to deliver green infrastructure as Swansea's USP and ensure that all infrastructure projects incorporate green infrastructure.
- Ensure opportunities to future proof Swansea are not lost.
- Ensure procurement is sustainable and local with social benefit clauses/local sourcing.
- Workforce and skills development to support opportunities from City Deal Ensure education at all levels provides qualified individuals to deliver deal. Know what is needed.
- Encourage private business investment to encourage local economy e.g. use of empty shops to encourage skills developments/start-ups.
- Broaden out [discussion] of infrastructure [investment] to wider partners engage and consult widely at early design stage to maximise opportunities for collaboration and innovation e.g. prior to 104 agreement.
- Infrastructural investment designed around community and people, blue infrastructure (health) to maximise quality of life and health.
- Maximise opportunities for through city deal and infrastructural investment for:
  - active travel,
  - City of Culture 2021,
  - co-location of services,
  - climate resilience,
  - low carbon,
  - creative industries development,
  - biodiversity,
  - liveable spaces (well designed) – community cohesion, green infrastructure, vibrant (diverse) economy,
  - physical and mental health for those on low incomes,
  - globally responsible contracts.

A key question for the PSB to consider is which of these should be developed as objectives for collective action?

## 2.8 EARLY YEARS

The following common issues emerged from discourse on Early Years in the workshops. Much work is already underway on early years and clearly has played a major part in the policy and partnership discussions within Swansea over recent years.

### **PSB Workshop observations on Early Years Development**

#### *Co-coordinating approaches to preventative work across Swansea*

- Increased integration of LA, Health board and third sector services to provide consistent services across all Swansea **to** shift focus from late intervention to prevention.
- More ambition about our aims and actions in tackling Early Years disadvantage – currently too fragmented and siloed.
- Develop social networks peer support for parents, **support groups/networks** for parents and preparation for parenthood and relationship support.
- Develop an understanding of cultural opportunities which might impact [positively on Early Years development].
- Ensure children have opportunities to have contact with the natural environment in their daily lives through green space, outdoor play for all schools and nurseries.
- Get message across to all our employees to start with Early Years.
- Family support resilience – parenting, looking after each other, caring for vulnerable members of the family, attitude from early age. Grandparents
- Focus of partners on encouraging breastfeeding.
- Continue with Healthy Cities Early years work.

A key question for the PSB to consider is which of these should be developed as objectives for collective action?

## 2.9 COMMUNITY COHESION

The following common issues emerged from discourse on Community Cohesion. There is a wide interpretation from contributors on what is meant by community cohesion. This might be an area where the PSB could work to better understand and define what is trying to be achieved by partners in this area of work?

### **PSB Workshop observations on Community Cohesion**

#### *Developing cohesive (and resilient) communities across Swansea*

- Investing in community resilience to increasing community cohesion and reducing demand on services.
- Give people a voice – what do they think would improve the cohesion of their community.
- Increase understanding what everyone does/offers/aims/ within a community.
- Deliver services in communities jointly co-located e.g. job-centre, library
- Establish] community budgets.
- [Encourage] community involvement in services.
- Impact of students vs “settled” community needs collective action
- Cohesive not just about migration - wider links to belonging.
- [Better] utilising assets – vetch veg, collective projects, cross cultural events schools for older people, help in school reading etc.
- provide opportunities for communities to be cohesive e.g. community spaces, events, opportunities for people to interact.
- Opportunities for communities to get to know each other e.g. Our Abertawe
- Celebrate diversity and support diverse communities in Swansea.
- Increase people’s control of a responsibility for their local resources and facilities.
- Greater dynamic physical, digital actions to link communities whether of interest or geography.
- Building connections (social isolation and developing links and networks within local communities).
- Consider best practice examples elsewhere e.g. ideas, people, places, programmes.

A key question for the PSB to consider is which of these should be developed as objectives for collective action?

## 2.10 SOCIAL CAPITAL / BEHAVIOUR CHANGE

The following common issues emerged from discourse on social capital and behaviour change. The observations suggest that work needs to be done for partners to understand the concept of social capital and their collective roles in increasing self-reliance within communities. This is an area of common ground for PSB partners. Is this an area where they need to develop the skills and understand what social capital is in Swansea? Would some collective work on asset mapping help partners to understand the social resource available to address well-being?

### **PSB Workshop observations on social capital and behaviour change**

*Understanding and building on Swansea's social capital and developing self-reliance for Swansea's citizens and communities*

- A city where people have a strong belief in themselves + the City of Swansea
- Build on existing community resources.
- Building on what exists – supporting existing assets + group, not creating new ABCD.....
- Asset based approach to community and individual resilience.
- Investment in cultural development and cultural change – belonging and buy-in.
- Public Bodies can try to influence / inform staff – large proportion of total workforce.
- Ensure facilities are there for citizens to change behaviours e.g. – good public transport, safe cycle routes, access to green space.
- Cede power to communities but manage communities so that this is not seen as 'cutting back' or dodging responsibility.
- Promoting independence as a matter of urgency: public services in Wales are still too paternalistic.
- Reducing reliance on public services by tackling dependency culture.
- Provide training and support to build resilient communities.
- Recognising what we mean by 'communities', they are all different.
- Support independence – preventative work.
- Promoting culture and the Arts.

A key question for the PSB to consider is which of these should be developed as objectives for collective action?



## 2.11 AGEING WELL

The following comments emerged from discourse on Ageing Well. The observations show great insight into the strategic, practical and multi-faceted issues involved in planning for an ageing population. This seemed to be a place based focus on planning for an ageing population, preparing the population for ageing, as well as a focus on services. Do partners also need to further explore their common ground in respect of this issue too?

### **PSB Workshop observations on Ageing Well**

*Supporting people to plan for the future through the life course*

- Public conversation [and support] on ageing from an early age – life stages, making plans, retirement at different stages in life, 30's 40's 50's.
- Common understanding of how do we age well rather than just focus on older population – ages and stages and prevention – early education and healthy life style (diet, exercise, drug dependency, etc.).
- Joint sites for elderly care homes and centres for young children.
- Age Friendly City/Dementia friendly City and County (Public, private and third sector).
- Housing needs for elderly, flexible options, adaptations, etc. and help for older people to move to appropriate accommodation independent and shared living, shared facilities, reduce loneliness etc.
- Need good comprehensive sustainable transport options so people can stay mobile- public transport, safe cycle routes etc.
- Provide more opportunities for volunteering sharing skills, mentoring etc.
- Need access to green space for all ages (helps people keep active and healthy incorporate green space in all plans/developments).
- Older people are well networked and have access to a range of activities and opportunities
- Employ older people.
- Increase the age that old people enter homes for the elderly by 5 years

A key question for the PSB to consider is which of these should be developed as objectives for collective action?

## 2.12 CLIMATE CHANGE AND CARBON REDUCTION

The following comments emerged from discourse on climate change and carbon reduction. It is clear that contributors have a good understanding of interventions to reduce carbon, are they as sighted on the potential impacts and adaptation challenges from a changing climate? (See later section 2.16). This an area where joint work on built and natural assets across Swansea could be co-ordinated by the PSB. Protection of vulnerable communities from climate change impacts may also be a key issue which the PSB might consider.

### **PSB Workshop observations on climate resilience and carbon reduction**

*Working on climate resilience for vulnerable communities and developing low carbon infrastructure.*

PSB to develop an action plan to address climate change /carbon reduction for the PSB itself and from within each organisation: including:

Climate resilience:

- Acknowledge change is going to happen/is happening and prepare.
- Sharing resources and identify impacts on agencies collectively
- Develop and adopt green infrastructure plan
- [Long term] emergency planning for climate change e.g. rise in river water, flood resilience,
- Map carbon sinks and storage and protect and retain

Carbon Reduction:

- Design public services to make them more accessible and reduce the need for services or the need for people to travel
- Encourage support more sustainable forms of transport e.g. walking, cycling, and making services more sustainable
- Better transport arrangements to reduce carbon footprint
- All public sector organisations i.e. the public sector estate to embrace carbon reduction measures, buildings, transport etc.
- Promote Swansea as place for alternative energy
- All public sector buildings to meet highest standards of energy efficiency and incorporate micro-renewables where possible.
- Provide clear policy support and incentives for renewables

A key question for the PSB to consider is which of these should be developed as objectives for collective action?

## 2.13 HOUSING

The following comments emerged from discourse on Housing in the workshops. Which of these observations/interventions are already covered by existing housing strategies of the Council, RSLs and Housing Associations and the voluntary sector? Where might PSB activity add value to current interventions?

### **PSB Workshop observations on Housing**

#### *Co-ordinated approach to appropriate housing for all*

- Looking at ways which we will deal with the implications of welfare reform on young people's ability to access housing in Swansea (e.g. impact of Universal credit on housing credits. How do we collectively mitigate?)
- Wider discussion of what is affordable housing.
- Maximise opportunities and assess future needs within access to funding and pension funds.
- Housing Public sector/third sector provision of an increased variety of homes e.g. supported living HMO's.
- Access to housing (council RSL's) For single people for under 35s  
Homes for under 25s.
- Promote rent control and landlord ethics in the private sector.
- Build and buy more homes for social housing.
- Community cohesion is threatened where housing is not managed skilfully.
- More support for vulnerable families to turn as house into a home that
- benefits the whole family.
- Reuse empty properties.
- More opportunities for self-build and low impact housing.
- Allow or incentivise community self-build.
- Housing development should work hand in hand with Active travel.
- Make sure that new homes includes green space (helps with ecosystem resilience and a range of health outcomes).
- A City where everyone has a home and a roof over their head.
- Build more safe, secure affordable homes ensure that they are genuinely affordable taking into account local wages etc.
- Quantify the need for affordable housing and PSB act on plan to meet this need.

A key question for the PSB to consider is which of these should be developed as objectives for collective action?

## 2.14 BIODIVERSITY

The following comments emerged from discourse on Biodiversity in the partnership workshop. Discussions in the Partnership group workshop highlighted the central role that biodiversity plays in well-being across Swansea. What PSB activity could enhance understanding and management of Swansea's ecosystems services, including biodiversity?

For which of these issues might the PSB develop objectives for collective action?

### **PSB Workshop observations on Biodiversity**

#### *Co-ordinated approach to enhancing biodiversity*

- Biodiversity maintenance and enhancement:
  - wildlife has 'intrinsic value' beyond value as a natural resource for human use,
  - essential to healthy ecosystem services,
  - collapse in many species populations – urgent action needed,
  - WFG goal 'resilient Wales' and Welsh Environment Act.
- Need flagship bio-diversity project in Swansea? Reintroduction of iconic species and habitat restoration.
- Green Corridor – access to green space.
- Map ecosystem service provision across County.
- Encourage development of green infrastructure in public estate and public services.
- Greenspaces – parks, gardens beaches.
- Embed green infrastructure across the County.
- All public bodies to be made aware of their statutory biodiversity duty and collaborate to meet it – PSB to support this.
- Need to work collaboratively to ensure the sustainable use and management of our natural resources.
- Halting species loss and beginning recovery from 2020 onwards, in line with WG target.

A key question for the PSB to consider is which of these should be developed as objectives for collective action?

## 2.15 HOW WE WORK COLLECTIVELY (joint working, learning about each other and giving the community a voice)

The following comments emerged from discourse on joint working, learning about each other and 'giving the community a voice' from the workshops. Contributors in all workshops were keen to use the Act and the Plan as a catalyst for working more co productively across Swansea. The observations suggest there is a great deal of opportunity to do this.

### **PSB Workshop observations on 'how we work collectively'**

*Understanding what partners offer, hearing the community's voice and identifying where collective action can make the most difference*

- Better understanding of what others are doing
- Aligning objectives with PSB and each other
- Adopting shared frameworks/methods for agreeing, driving and achieving ambitious collective action including:
  - asset sharing
  - joint estates protocol
  - joint planning guidance to help inform/shape new infrastructure /development projects
  - work on City of Culture 2021
  - multigenerational planning
  - co-location of services/shared facilities
  - Sharing statistics/data with robust and trusting data-sharing protocols
  - co-funding jobs and budgets that straddle organisations
  - joint assessing/ joint impact assessing
  - collective performance frameworks on PSB priorities - not individual action only
  - building capacity for co-production
  - PSB led training
- Achieve joint budgets by 2021
- Set objectives based on five ways of working
- Voice and control – listening to people, understanding their needs, auctioning change, feeding back
- Voice matters if it can influence /change policy/behaviour – Community Voice work
- Organisational Identity impacts on your voice. What is the PSB's voice? How do I know you have listened? Keep in touch and value input and involvement.

A key question for the PSB to consider is which of these should be developed as objectives for collective action?

## 2.16 FUTURE TRENDS

The Well-being of Future Generations Act requires PSBs and public organisations to consider the sustainable development principle in its work – this includes acknowledging and exploring resource issues between current and future generations.

In order to develop their thinking on this, the PSB Core Group explored future trends as part of a CCS workshop run in May 2017. Information from this and the WG Future Trends Report<sup>5</sup> was used in the workshops on 3<sup>rd</sup> and 11<sup>th</sup> of July to stimulate discussion of which of these issues needed a strategic approach from the PSB., and where the PSB needed a better understanding of potential impacts of these trends in Swansea over the long term. Although the sessions produced a long list of potential issues for the PSB to deal with strategically it was clear from discussions that better understanding was needed by the PSB in the following areas as part of well- being planning in Swansea:

- Brexit
- Ageing population
- Ecosystem services and Biodiversity
- Migration
- Housing
- Poverty (food and fuel)
- Transport
- Climate change impacts

The PSB should consider a specific objective to work together to develop their understanding of the potential impact of these future trends on Swansea and its communities, and future citizens. This could involve scenario planning, engagement with the public, academics and others to think through the consequences of future trends and potential preventative action by the PSB and its partners.

## 3. ANALYSIS AND RECOMMENDATIONS

3.1 The contribution from partners in Swansea to discussing potential priorities for the well-being plan has been insightful and has involved a wide range of perspectives and opinion. Identifying specific objective is a work in progress. However what is clear is that partners have a great deal of *ambition* for the Plan and of associated activities of partners to make a step change in collaborative work on well-being in Swansea. It was very clear from all workshops that the WFG Act offers an opportunity to reflect on and enhance existing approaches, and to develop new work which addresses this wide range of well-being challenges.

3.2 On embarking on this commission, it was clear that consensus needed to be built on what the plan was for, its ambition, how it considered future trends, and *what* would be its focus. The process so far has helped to build up some consensus about what might matter most. but more work needs to be done by the PSB to prioritise potential work they might do together, work which would add the most value for communities across Swansea. The previous sections provide clear indications where collaborative works would add value to current approaches.

3.3 It is strongly recommended that Swansea PSB apply a simple, rigorous approach to selecting objectives and steps by using the data gathered so far. They should consider each of the 10 themes from 2.6 – 2.10 and discuss potential objectives by going through the following steps:

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<sup>5</sup> <http://gov.wales/statistics-and-research/future-trends/?lang=en>

- a) explore, using the material gathered, how collective work in the PSB can best add value under each theme.
- b) identify a specific objective which can be developed to describe this activity
- c) double check whether this objective really is collective effort (rather than listing what is already being done by individual partners)
- d) use the driver diagram approach (and data from the well-being assessment) to understand what influences this particular issue to refine the objective including:
  - the impact of trends on future communities and citizens and;
  - identifying data gaps which the PSB need to work on to understand the issue.
- e) consider how this objective might be delivered using the five ways of working
- f) consider how this objective contributes to national well-being goals

This process should enable the PSB, at each step to 'whittle' down the potential areas of collective effort and build a strong rationale for choosing their objectives. e.g. if they can't identify collective effort in a) or b) then they should move on to another theme, if they realise under c) that it isn't a collective objective, then they should again, move on.

3.4 This approach would provide evidence for choosing which areas of collective action are most important and where PSBs effort would add the greatest value. It would be transparent to partners and stakeholders and provide sound evidence to the Commissioner and others that the objectives selected have been well thought through after wide consultation.

3.5 It is hoped this brief analysis provides Swansea PSB with an overview of their work so far, emphasises the progress they have made in beginning to focus their work on collective action and provides some insight into their work going forward on the plan.

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**Netherwood Sustainable Futures**

**20<sup>th</sup> July 2017**

## **APPENDIX A**

### **A: Exercises with each group**

#### **Core Group:**

1. What is the Plan for?; strategic; operational; system; organisational;
2. How ambitious do you want to be? economic; environmental;; cultural; social.
3. Collective Action or more of the same? Individual organisational activity; enhanced partnership work; new PSB work; influencing others (regional and national?)

#### **Swansea SCVS:**

1. Swansea fit for the future? (exploration of future trends)
2. Strategic priorities for the community and voluntary sector?
3. How can the community and voluntary sector contribute to emerging priorities?

#### **Swansea PSB Partnership Group**

1. Swansea fit for the future? (exploration of future trends)
2. What needs to be done collectively on emerging priorities?
3. What would make a good objective for each emerging priority and what can you contribute?