

# AGEING WELL *in Bridgend*

...making Bridgend a great place for older people



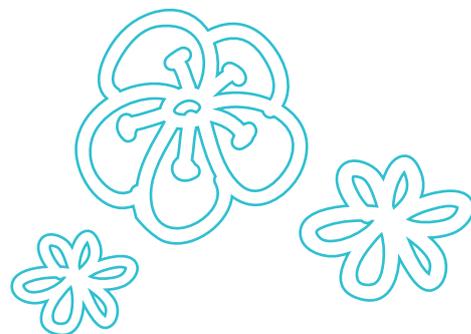
## Action plan to improve the lives of older people

# Contents

Foreword and vision	3
Introduction	4
Strategic links and outcomes	6
Theme A: Age friendly communities	7
Theme B: Loneliness and isolation	10
Theme C: Opportunities for learning and employment	14
Theme D: Dementia supportive communities	17
Theme E: Falls prevention	20
Strategy development	24
Strategy implementation	24
Performance and impact	25



# Foreword and Vision



As Cabinet Member for the Social Services and Wellbeing Directorate and also as a champion for the needs of older people within Bridgend County Borough Council, I welcome the Ageing Well in Bridgend plan. The approach that we will take to deliver the outcomes of 'Living Longer - Ageing Well' will create an improved quality of life for the older people who reside in our county borough. We recognise the valuable contributions that older people have made, and will continue to make to our society and that they need a sense of purpose and value in their lives. It is essential to strive to maintain daily independence and autonomy and important for older people to feel connected to local communities.

The 'Ageing Well in Bridgend' plan recognises that while care and support are required by some older people, frailty and dependence should not be accepted as inevitable. By working together with partners we can develop a range of preventative services, opportunities and resources that prolong health, quality of life and place older people at the heart of our communities. From the outset our plan will be organic and will work towards joint ownership with key partners, in particular our local

health board. The plan will meet and influence the priorities of Bridgend County Borough Council and will be relevant to the workstreams of our Public Service Board. While projections continue to show a growth in the older population, we believe that by working together we can create an 'ageing but ageless' society. Older people will have more voice and choice over what is important for their wellbeing and their aspirations will not be limited by historical stereotypes. Our plan will target a reduction in the number of older people experiencing functional decline and frailty and with the support of our partners we aim to enable more older people to manage their health, increase their levels of activity and keep themselves more physically and emotionally well. We will do more to listen to older people, understand how life can be improved and put in place ways in which our performance and progress can be more easily seen. Where care is required, older people will have access to high quality support that meets identified needs. The visibility of older people in our society, their inclusion in community life and maintaining their wellbeing and independence are all outcomes that we will strive to achieve.

**Councillor Phillip White**

Cabinet Member for Social Services and Early Help

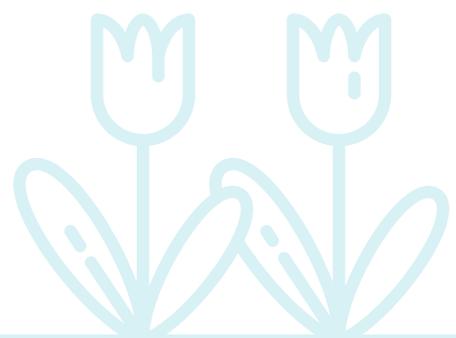
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# Introduction

The 'Ageing Well in Bridgend' plan will deliver against the three overarching outcomes within the Strategy for Older People (Phase 3) - "Living Longer, Ageing Well (2013)". This establishes a series of clear objectives that will support all older people within Bridgend County Borough to have the financial, environmental and social resources to age well.

- The single integrated plan 'Bridgend County Together' (2013-18), developed by the Public Service Board, aspires to create: "A healthy, prosperous and safe county where people can reach their full potential."
- The Bridgend CBC Corporate Plan "Working Together to Improve Lives 2016-2020" recognises the importance of:
  - Working together to support a successful economy.
  - Working together to help people to become more self-reliant.
  - Working together to make smarter use of resources.
- Ageing Well in Bridgend will ensure that the needs of older people are identified in relation to responses to key legislation focused on improving wellbeing, in particular the Social Services and Wellbeing Act and the Wellbeing of Future Generations Act.
- The needs of older people will be recognised within Bridgend County Borough Council's Strategic Equality Plan, a plan which is required by the public sector equality duty.
- Bridgend CBC has refined its corporate priorities but is continuing to ensure the wellbeing of vulnerable groups will remain important.

The 'Ageing Well in Bridgend' plan is aligned to the objectives of the Local Authority and Local Public Service Board and supports the targeted outcomes for older people in relation to the five priority areas of the National Strategy. Our integrated approach to working with health will support collaborative working within and across the prioritised themes and make progress towards joint ownership of the plan, its outcomes and investment needs.



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### The five 'Ageing Well in Wales' priority themes are:

- ① Age friendly communities
- ② Dementia supportive communities
- ③ Falls prevention
- ④ Opportunities for employment and learning
- ⑤ Loneliness and isolation

### The voice of older people

Bridgend County Borough Council recognises the importance of older people having the opportunity to participate in consultation and engagement on issues that affect them as individuals and/or groups.

By working with our older people's forums supported by Age Cymru we will increase the volume of older people's voices when issues are being considered, policies reviewed or decisions made.

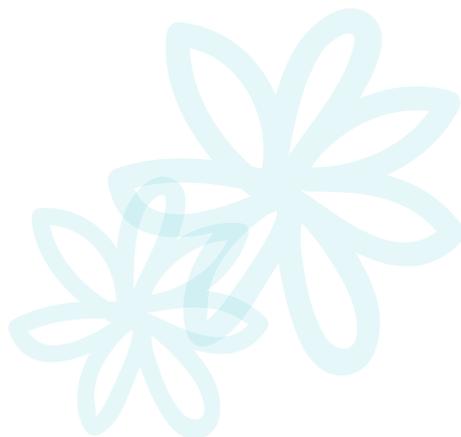
We will also put effort into gathering feedback from people on how well they are ageing that will help us to create a series of wellbeing indicators.

### Themes

The themes and actions of the 'Ageing Well in Bridgend' plan are provided recognising the critical role of partners and partnerships to making progress and achieving success.

It is intended that there will be a networking group that will take ownership of each of the themes and embed 'Ageing Well' priorities into their work.

The network groups will identify responsibilities and also report on progress made and achievement within the themed priority.



# Strategic Links and Outcomes

The Ageing Well in Bridgend Plan will link with the outcomes of the Ageing Well in Wales plan (2014-19) and the longer term population outcomes of the Strategy for Older People in Wales (2013-2023), as illustrated below.

## STRATEGY FOR OLDER PEOPLE IN WALES 2013-2023

**Social Participation** - Older people enjoy a better quality of life, have active social lives (if desired) and loneliness and social isolation is minimised. Older people are not subject to abuse.

**Diversity** - Older people are not discriminated against because of their age and do not experience multiple discrimination on account of gender, ethnicity, disability, religion and belief or sexual orientation.

**Access to Information** - Older people have access to information and advice about services and opportunities and are not disadvantaged when accessing them.

**Learning and Activities** - Older people have opportunities to be engaged in lifelong learning and other appropriate social activities.

**Healthy Ageing** - Older people enjoy good physical, mental and emotional health and wellbeing with the aim of being able to live independently for longer, with a better quality of life and continue to work and participate in their communities.

## AGEING WELL IN WALES 2014-2019

**Age Friendly Communities** - To make Wales a nation of age friendly communities.

**Dementia Supportive Communities** - To make Wales a dementia supportive nation by building and supporting dementia supportive communities.

**Falls Prevention** - To support older people in Wales to reduce the risk of falling, reducing the number of falls amongst older people in Wales.

**Opportunities for learning and employment** - To ensure the experience of older people in Wales is optimised through continued learning and employment.

**Loneliness and Isolation** - To reduce levels of loneliness and isolation and their negative impact on health and wellbeing as experienced by older people in Wales.

## AGEING WELL IN BRIDGEND 2015-2019

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Theme A

# Age Friendly Communities



**Overarching Aim: To make Bridgend a county of age friendly communities.**

## Outcomes

- ① The importance of 'Age-friendly Communities' is recognised at all levels throughout Bridgend.
- ② The voices of all generations are heard and actively included in the creation and ongoing development of their Age-Friendly Communities.
- ③ Local and national government support the development of 'Age-Friendly Communities' and inter-generational practice.

## Evidence

- Wales has committed to becoming an age friendly nation and Bridgend has signed up to the challenge of the Dublin Declaration on age friendly cities and communities. The World Health Organisation

(WHO) identifies eight domains of life that can enhance the health and wellbeing of older people. These can be found throughout the 'Ageing Well in Bridgend' plan.

- Bridgend has worked with Age Cymru to consult with older people using the community calculator tool. The priorities for older people have remained consistent since 2010. They include places to rest and access to toilets in public places as areas for improvement.
- An 'Age Friendly Community' will see people in Bridgend encourage and enable older people to engage with their surroundings and continue to engage socially within their communities thereby maintaining their health, independence and wellbeing.

## WHAT ACTION WILL WE TAKE?

A1

Embed the 'Dublin Declaration' and 'Age Friendly Communities' within the local Strategic Equalities Plan when reviewed.

A2

Expand the use of research to engage with older people and communicate results to stakeholders.

A3

The Ageing Well plan for Bridgend to have synergy with the prevention and wellbeing plan.

A4

'Positive Ageing' plan and approach developed to better promote Bridgend as a place where older people can live fuller lives.

A5

Engage the cabinet to champion 'Ageing Well' and support the development and progress reviews of the identified actions and related impact.

A6

Support the development and growth of the older people's forum, ensuring it has voice and is consulted and engaged (Age Cymru / Community Voice).

A7

Assess the accessibility of local amenities via 'Disabled Go' and promote details online.

A8

Utilise the guidance and toolkit being developed to collate local population outcome data relating to health activity levels and happiness (WHO).

A9

Older people's needs to be recognised within strategic needs analysis work with health.

A10

Recognise the diversity of older people and use broader networks (e.g. leisure, libraries etc) to profile the views of the over 50's.

A11

Focus on 'Age Friendly Communities' in steering groups linked to regional and national structures.

A12

Align the philosophy and message of age friendly communities with the local community co-ordination programme and workforce.

A13

South Wales Police to support the operation and development of neighbourhood watch and street ambassador schemes with links to social media.

A14

Police to continue to support older people's groups and to promote the 'Keep Safe Cymru' scheme.

A15

Ensure that 'Age Friendly Communities' are recognised in a range of related forums and groups (e.g. Bridgend Equality Forum, Bridgend Coalition of Disabled People, Local Service Board).

A16

Ensure older people are consulted in relation to travel issues including the active travel bill, public transport.

A17

Explore with town centre management and planning the opportunities to improve public seating and access to toilet facilities.

A18

Ageing Well Voluntary organisations forum to support engagement with the Ageing Well Plan.



Theme B

# Loneliness and Isolation



**Overarching Aim: To reduce levels of loneliness and isolation, and their negative impact on health and wellbeing as experienced by older people in Bridgend County Borough.**

## Outcomes

- ① Loneliness and isolation are recognised as public health and safety issues in Bridgend County Borough.
- ② The main causes and factors of loneliness and isolation amongst older people living in Bridgend are identified and understood.
- ③ The provision of innovative and accessible support is developed, addressing the impact of changes to life circumstances older people face.

## Evidence

- The issues of loneliness and isolation have been found to damage health and create social exclusion and do not differentiate by boundaries

of social class, race, gender identity, sexual orientation, financial status or geography.

- Loneliness adversely impacts on mental health, cardio vascular disease, hypertension and dementia.
- Age UK via their national survey indicate that 39% of people over 65 feel lonely and one in five feel forgotten as a result. The ability to talk with people and feel part of their lives is of significant importance. Loneliness and isolation have been described as the 'silent killers' and over 75% of women and a third of men aged 65 plus live alone.
- The 'Campaign to End Loneliness' identifies older men in Wales as the loneliest group of people in the UK and the WLGA have identified an increasing number of people reporting high levels of social isolation.

WHAT ACTION WILL WE TAKE?

- B1** Use local area co-ordination and community connector roles to connect older people to their communities.
- B2** Develop accessible information resources on community activities and opportunities for older people.
- B3** Promote digital inclusion training for older people to improve accessibility of information.
- B4** Utilise the emerging Welsh Government survey on loneliness to establish local baseline data.
- B5** Work with partners to promote the 'Campaign to End Loneliness' toolkit as a community resource.
- B6** Develop 'Want a Piece of the Action' web resource to promote age friendly activities and events.
- B7** Maintain internal welfare and financial inclusion advice and support for older people. Review of ability to meet needs.
- B8** Library and community centres to recognise their ability to support social participation opportunities (e.g. knit and natter, reading groups, walking activities).
- B9** Third sector support networks promoted to older people and opportunities to engage in volunteer activities.
- B10** Work with BAVO to develop 'Info Engine' resource to centralise information on community opportunities.
- B11** Encourage older people and carers to engage in activities in the outdoors and natural environment at low or no cost e.g. Love2Walk, Park Lives (with related volunteer opportunities).
- B12** Develop a loneliness and isolation focus in steering groups with 'older people's voice' recognised and links to regional and national structures.
- B13** Promote active travel to older people including active travel mapping to navigate local communities and walking/cycling groups and tuition.
- B14** Deliver mental wellbeing programmes such as mindfulness/depression busters in community settings and alongside broader community activities.
- B15** Recognise issues of sustainability for a range of befriending schemes across the third sector (e.g. community cafes, men's sheds, community companions etc).
- B16** Utilise 'Supporting People' resources to provide welfare and financial inclusion advice to older people in need of housing assistance (links continued with social landlords).



- B17** Develop better understanding of the interests of older people and create programmes with partners to respond, supporting social participation (e.g. arts and culture, sport etc).
- B18** Continue support for maintaining older people's independence and links to communities through housing solutions including extra care, telecare.
- B19** Provide socialisation based learning opportunities for older people with partners such as Care, Cartrefi, Mirus, Carers Centre etc. and contact via mobile library services.
- B20** Recognise seasonal impact on mobility, health and wellbeing, impact on social opportunities and risks of loneliness and isolation (e.g. Flu Busters, and Shingles vaccinations, fuel poverty information, links to falls prevention).
- B21** Improve the engagement of older people in day care and residential care settings in social participation and physical activity (e.g. 'my home life', 'move more often').
- B22** Develop cross sector working in hospital settings using volunteers to support facilitated discharge arrangements allowing older people to return home.
- B23** Promote free bus pass travel to older people and identify barriers to some older people benefiting from this arrangement.
- B24** Continued support for the Blue Badge scheme.
- B25** Third sector development of programmes such as Bridgend Community Transport (section 22 licence) and Volunteer Driver Schemes.
- B26** Address the issues of bereavement and impact on loneliness and isolation.



Theme C

# Opportunities for learning and employment





**Overarching Aim: To ensure the experience of older people in Bridgend County Borough is optimised through continued learning and employment.**

## Outcomes

- ① Older people in Bridgend benefit from maximised opportunities for participation.
- ② Older people in Bridgend benefit from maximised opportunities to increase their income.
- ③ Older people in Bridgend feel empowered to plan effectively for their future.

## Evidence

- The 'Ageing Well in Bridgend' plan recognises that opportunities for employment and to develop new skills are a material issue for older people. The 'All Wales Strategy for Older People' (2013-23) identifies that older people who are unemployed

are more likely to stay unemployed in the longer term. Around 45% of unemployed people aged 50-64 have been unemployed in excess of a year. Labour market statistics show over 9000 people aged 50-64 years in Wales claiming job seekers allowance.

- Conversely, the need for older people to work longer is evidenced with over 52,000 people in Wales aged over 65 currently employed.
- It has been estimated that there are three times as many people aged 50 plus not in employment, education or training (NEET's) in Wales as those under 25.
- The National Institute of Adult Continuing Education (NIACE) has also estimated that 42% of people aged 50 plus in Wales are digitally excluded, creating barriers for re-training and entering the labour market.

WHAT ACTION WILL WE TAKE?

- |    |                                                                                                                                                                                               |     |                                                                                                                                                                                                 |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| C1 | Operate the 'Bridges into Work 2' programme targeting the economically inactive and long term unemployed in non Communities First areas.                                                      | C9  | Support the development of the 'Age Positive Employer Campaign' and promote through the Bridgend Employer Liaison Programme and network.                                                        |
| C2 | Deliver the 'Active Inclusion' ESF/WCVA supported employment programme targeting unemployed residents over 54 years of age.                                                                   | C10 | Promote the 'Planning for the Future' online retirement tool being developed nationally and provide free ICT access and support via library services.                                           |
| C3 | Adult learning programmes linked to themes of learning and prosperity to operate in Communities First clusters.                                                                               | C11 | Support older people seeking to set up a business to be connected to 'Business in Focus' and their related support programme.                                                                   |
| C4 | Adult Community Learning (ACL) to develop an extended range of sustainable learning models based on full cost recovery. This approach can respond to and integrate the needs of older people. | C12 | Raise the profile of volunteering and opportunities for older people to develop skills, knowledge and experience whilst supporting local people and communities (including other older people). |
| C5 | Support learning opportunities including bibliotherapy, digital inclusion workshops, technology for the housebound via mobile provisions and reading groups for improved literacy.            | C13 | Healthy lifestyle and physical activity programmes to improve knowledge amongst older people (e.g. Exercise Referral, Foodwise, Smoking cessation).                                             |
| C6 | Opportunities for e-learning to be developed by ACL and promoted across older persons networks and groups.                                                                                    | C14 | Promote local further education opportunities via Bridgend College.                                                                                                                             |
| C7 | Pre-employment training for care related services delivered by ACL and promoted to over 50's.                                                                                                 | C15 | Connect older people to third sector organisations that can support learning (e.g. U3A).                                                                                                        |
| C8 | Support maintained for Bridgend Carers Centre to develop knowledge and skills of carers and also support community learning opportunities including education and training for employment.    |     |                                                                                                                                                                                                 |

Theme D

# Dementia Supportive Communities





**Overarching Aim: To make Bridgend a dementia supportive county borough by building and developing dementia supportive communities.**

## Outcomes

- ① Bridgend County Borough is an environment where people affected by dementia can feel confident, valued and understood.
- ② People affected by dementia in Bridgend County Borough note an improvement in the timely identification of dementia and support provided before, during and after identification.
- ③ Enhanced and extended education, training, information and advice around dementia is established.

## Evidence

- the number supported with dementia increased from 1461 to 1704 between 2001 and 2011. This figure is anticipated to grow to over 3000 by 2030.
- The Alzheimer's Society (2011) predicts that one in three people aged over 65 will die from a form of dementia and UK dementia reports indicate that there are 5.1% of men and 7.4% of women who will experience dementia.
- There are some identified multifactorial links such as some learning disability conditions and some lifestyle factors also. The Welsh Health Survey identified 43% of adults in Bridgend consuming alcohol beyond recommended guidelines and there have been links with alcohol intake and specific forms of dementia identified.
- Dementia prevalence is increasing locally, regionally and nationally. The Western Bay Collaboration is projecting a potential increase in people with dementia of up to 31% by 2021. Within Bridgend,
- The volume of carers and support mechanisms required to support people to live well with dementia is apparent as our population changes.

## WHAT ACTION WILL WE TAKE?

D1

Support the development and implementation of the Western Bay Dementia Strategy as part of the regional mental health project.

D2

Consult with the stakeholders on the joint BCBC/ABMU Dementia Strategy and Delivery Plan (2015-2018) to create an adopted strategy and action plan.

D3

Actively participate in the national dementia supportive communities network and any regional contributory models.

D4

Support the Live Well with Dementia public relations campaign and promote achievement and good practice.

D5

Promote increased understanding of 'Dementia Supportive Communities' and increase the number of organisations, locations or business involved in national recognition programmes.

D6

Work with key partners (e.g. police) on community safety initiatives that support people with dementia and carers to avoid becoming victims of crime.

D7

Establish a Dementia Service Delivery Plan with focus on integration, early onset dementia and support needs of carers.

D8

Review service design and improve access to earlier diagnosis and support (e.g. medication, assistive technology).

D9

Review and improve training for staff and carers in terms of knowledge and awareness of support available.

D10

Develop improved accommodation offers for people with dementia in residential and respite settings.

D11

Work with BAVO and the third sector to promote and develop community-based opportunities for people with dementia, including volunteer recruitment and training.

D12

Promote the 'Dementia Awareness Training' programme to internal and external partner organisations.

D13

Promote the aspiration for Bridgend to be a 'Dementia Friendly County' and pilot the development of Maesteg and Llynfi Valley as a 'Dementia Friendly Community' as part of the Llynfi 20 programme.

D14

Review the research findings of Age Cymru, providing a voice for people living with dementia and carers, and apply to local plans.

Theme E

# Falls Prevention





**Overarching Aim: To support older people in Bridgend County Borough to reduce their risk of falling, subsequently decreasing the number of falls amongst older people in Bridgend.**

## Outcomes

- ① Older people and their carers are aware of the preventable causes of falling and know how to reduce their risk.
- ② Current levels of early identification and preventative interventions are mapped and assessed to inform future development.
- ③ Falls prevention is integrated into the older people's health and social care programmes as part of a wider 'ageing well' approach.

## Evidence

- Falls among older people, and the injuries to which they often lead, are the underlying causes of a large share of the burden of disease and disability amongst older people in Bridgend County Borough and a major risk factor for developing frailty.
- The NHS' 1000 lives campaign estimates that for every pound spent on preventative approaches in

fallers' homes, a saving of £7.50 is generated via an improved and safe environment.

- Older people, including those who are frail, have been evaluated as being able to improve static and dynamic balance, core strength and leg strength in 8-12 weeks.
- The fear of falling has a Quality Added Life Years burden of 6.4 times that of actual falls or fractures in the elderly and highlights the impact on independence.
- The Sport Wales Active Adults Survey indicates that only 30% of Ogmores constituency adults are sufficiently active compared with 42% in Bridgend (Wales average 39%). The multifactorial issues of age, gender and disability show greater decline over time also. Lower levels of physical activity may result in higher levels of physical frailty.
- The risk of falls increases with age. Falls injuries often require hospitalisation and costly rehabilitation. They are the underlying cause of many functional limitations leading to long term care.

## WHAT ACTION WILL WE TAKE?

E1

Falls prevention training to be delivered to Healthcare professionals via a multidisciplinary teaching team and collaborative working to reduce falls.

E2

Operate a Bridgend Falls Steering Group to co-ordinate awareness of the falls programme and the current and potential roles of the partners.

E3

Continue the development of Walking Aid Clinics in Bridgend County residential and nursing homes and identify Walking Aid champions in-situ.

E4

Respond to findings and identified actions of the Primary Care Falls Prevention Mapping exercise that has reviewed provision and identified gaps.

E5

Develop and promote a Falls Prevention Training Resource pack designed for support workers and the third sector including carers.

E6

Develop a low priority early response physio' role providing physio' falls assessments via multifactorial falls assessment telephone triage tool.

E7

Deliver community based falls intervention programmes as part of the National Exercise Referral Scheme.

E8

Promote and support the Healthy Home Check Service offered by Care and Repair to reduce risk of falls in a domestic setting.

E9

Utilise physical activity based interventions to reduce the onset of functional decline, frailty and sarcopenia including chronic conditions management and the Move More Often programme in care settings (NERS/ OTAGO/armchair).

E10

Develop the paid and volunteer workforce to support older people and carers to live more active and healthier lives.

E11

Participate in the Falls Prevention Network of Ageing Well in Wales to address early intervention.

E12

Develop data capture on participants in falls interventions programme and services to monitor customer experience, self-identified gains and barriers.

E13

Communication on risks and issues identified via key partners (e.g. police, fire service) during other visits to domestic premises.

E14

Work closely with ABMU using the 1000 lives information to reduce falls in the community and in-patient setting, including Instant Response approach using tele-health, information packs for fallers and development of a falls register.

E15

Engage with the 'Steady on' campaign to raise falls awareness and subsequent campaigns developed at a national level.

E16

Promote through partners the 'timed up and go' assessment test as part of local falls prevention work.



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# How we developed this plan

- The strategic themes of phase three of the national strategy were shared with the Local Service Board and partners who have provided details of their contributions to the five strategic themes.
- Where existing or developing work is in place the identified objectives and evidence have been integrated within the Ageing Well in Bridgend plan.
- Where gaps in data have been identified they have been integrated into the action plan and linked to the related themes.
- The draft plan has been distributed to stakeholders and partners with comments received integrated within the final plan.
- To find more qualitative information on life in Bridgend County Borough for older people, a wellbeing survey has been conducted that will shape the plan further.
- Where local data and evidence has been available that has been used along with national data where appropriate.
- The Service User and Engagement Group of Social Services and Wellbeing has provided primary data for community integrated services, commissioning services, residential respite and day care services, learning disability, mental health services and carers.

# How this plan will be implemented

- The Ageing Well plan will link to reporting on prevention and wellbeing within Bridgend County Borough Council.
- The progress of this plan will be reported to the Public Service Board and will be communicated to the themed workstreams and boards where appropriate.
- The co-ordination of the plan will be by the Prevention and Wellbeing Service within the Social Services and Wellbeing Directorate of Bridgend County Borough Council.
- Bridgend County Borough Council will support the co-ordination of the Older Persons Strategy and participate in national and regional network groups as required.
- At a local level, groups representing the five themes will operate and link with both existing strategic approaches and regional approaches with a line of sight to the national expert group forums.
- The Prevention and Wellbeing Service will ensure the engagement of older people and citizen voice throughout the process including the development of the older person's forum in partnership with Age Cymru and BAVO in line with the standard set by the Older Persons Commissioner.
- The Corporate Director for Social Services and Wellbeing will report on progress and impact to Cabinet and the Overview and Scrutiny Committee.
- There is an emphasis on cross portfolio working and also working closely with partners from health and the third sector.



# Performance and Impact

- The Ageing Well in Bridgend plan recognises the need to do more than nullify disabling conditions and to create environments in which older people can flourish, involving all sectors and the broadest range of support. Such an approach will complement the legal requirements of the Social Services and Wellbeing Act 2014.
- Bridgend County Borough will develop a definition of wellbeing that is meaningful to older people and recognises the diversity of the population aged 50 and beyond.
- The indicators identified within the Strategy for Older People in Wales 2013-23 will be developed as a local scorecard, recognising existing and future data capture consideration.
- Qualitative data capture relating to older people's perspectives on their sense of value, meaning and purpose as identified in the dimensions of the 'quality of life' model will be progressed throughout the plan.
- Accountability for collecting and sharing performance data across the five themes will be clearly identifiable via the established groups.
- Quantitative data that is appropriate will be built into periodic performance reporting.
- The plan will be reviewed annually and an annual review of impact and progress made will be conducted.





Cyngor Bwrdeistref Sirol

