

Public Service Board

Meeting Venue
Fire Station, Llandrindod Wells

Meeting Date
Thursday, 19 December 2019

Meeting Time
10.00 am

For further information please contact
steve.boyd@powys.gov.uk



County Hall
Llandrindod Wells
Powys
LD1 5LG

AGENDA

1.	ATTENDANCE AND APOLOGIES	10.00 Chair
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To welcome attendees and receive any apologies.

Apologies received from:

Iwan Cray Mid and West Wales Fire and Rescue Service
Christine Harley HM Prisons and Probation Service
Carol Shillabeer Powys Teaching Health Board

2.	WALES AUDIT OFFICE REVIEW	10.05 Bethan Ledger
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(Pages 5 - 50)

3.	ONE VOICE WALES REPRESENTATION	10.15 Ness Young / Emma Palmer
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(Pages 51 - 58)

4.	NEIGHBOURHOOD POLICING	10.25 Chief Inspector Mark McSweeney
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(Pages 59 - 70)

5.	RECRUITMENT OF SPECIAL POLICE OFFICERS	10.40 Mark Wright
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(Pages 71 - 82)

6.	PERFORMANCE INDICATORS (STEP 2)	10.55 Julian Atkins
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(Pages 83 - 84)

Break 11.10 -11.15		
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7.	PREFERRED DEVELOPMENT STRATEGY FOR THE NATIONAL PARK (POPULATION AND DEMOGRAPHIC MODELLING)	11.15 Julian Atkins
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(Pages 85 - 90)

8.	DELIVERING TOWARDS 2040	11.30 Step Leads
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Delivery Plans and progress updates
Steps 4,8,9/10

(Pages 91 - 110)

9.	MINUTES AND MATTERS ARISING	12.00 Chair
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To approve the minutes of the previous meeting held 19th September 2019 and consider any matters arising.

(Pages 111 - 114)

10.	ANY OTHER BUSINESS	Chair
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To consider any matters of urgency as agreed in advance with the Chair.

- (i) Scrutiny views on the extent to which the Annual Report was publicised
- (ii) For information: Mid & West Wales Draft Corporate Plan 2020-2025

(Pages 115 - 210)

11.	DATES OF FUTURE PSB MEETINGS	
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19 March	2.00 p.m.
25 June	10.00 a.m.
25 September	10.00 a.m.
17 December	10.00 a.m.

Future items:

Agree a date for WPDG meeting (March 2020) for Step leads to consider development of Annual Report

Presentation from DWP

Presentation from Vanessa Mallinson Hafren Dyfrdwy

Step and delivery plan updates for Steps 2, 3, 6, 5/11/12

(Pages 211 - 222)

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POWYS PUBLIC SERVICE BOARD

WAO PSB REVIEW – Powys PSB response
December 2019

1. SUMMARY

1.1	<p>In October 2019, the Wales Audit office, on behalf of the Auditor General for Wales, published a review of Public Service Boards (PSBs). The review took into account responses to a call for evidence of all PSB statutory and invited members (51 members of PSBs covering all 19 PSBs responded) and also a review of literature including Well-being plans, Terms of Reference, PSB websites, access to information (such as minutes and agendas) along with national guidance, policy and legislation.</p>
1.2	<p>The review is attached.</p>
1.3	<p>The review included 4 recommendations:</p> <p><u>Recommendation 1:</u></p> <ul style="list-style-type: none"> • <i>Conduct formal assessments to identify the potential impact on people with protected characteristics and the Welsh language and review agreed actions to ensure any adverse impacts are addressed</i> <p>Powys PSB action/response: All Step Leads to assess how their delivery plans and activities impact on groups with the 9 protected characteristics (Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion and/or Belief, Sex, Sexual Orientation) and feedback at the next PSB meeting.</p> <ul style="list-style-type: none"> • <i>Improve transparency and accountability by making PSB meetings, agendas, papers and minutes accessible and available to the public.</i> <p>Powys PSB action/response: This is already in place for Powys PSB – agendas, papers and minutes are accessible via the Powys County Council website.</p> <ul style="list-style-type: none"> • <i>Strengthen involvement by working to the guidance in the National Principles for Public Engagement in Wales; and • feedback the outcome of involvement activity identifying where changes are made as a result of the input of citizens and stakeholders.</i> <p>Powys PSB action/response: Powys PSB to discuss to what extent this is being undertaken</p>



POWYS PUBLIC SERVICE BOARD

	<p><u>Recommendation 2:</u> <i>To improve scrutiny, we recommend that:</i></p> <ul style="list-style-type: none"> • PSBs and public bodies use the findings of the Auditor General for Wales’ Discussion Paper: Six themes to help make scrutiny ‘Fit for the Future’ to review their current performance and identify where they need to strengthen oversight arrangements and activity; and • PSBs ensure scrutiny committees have adequate engagement with a wider range of relevant stakeholders who can help hold PSBs to account. <p>Powys PSB action/response: Recommendation that R2 is devolved to Powys PSB scrutiny for consideration</p> <p><u>Recommendation 3:</u> <i>To help build capacity, consistency and resourcing of activity we recommend that:</i></p> <ul style="list-style-type: none"> • PSBs take the opportunity to discharge other plan and strategy obligations through the Local Wellbeing Plan; <p>Powys PSB action/response: This recommendation is already being implemented as part of the delivery plans and actions for Steps 5, 10 and 11.</p> <ul style="list-style-type: none"> • the Welsh Government enables PSBs to develop flexible models of working <p>Powys PSB action/response: This recommendation is for action by other bodies than the PSB.</p> <p><u>Recommendation 4:</u> <i>To help build capacity, consistency and resourcing of activity we recommend that the Welsh Government and Welsh Local Government Association in their review of strategic partnerships take account of, and explore, the findings of this review.</i></p> <p>Powys PSB action/response: this recommendation is for consideration by other bodies than the PSB. No action required by PSB.</p>
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2. PROPOSAL

2.1	The PSB considers the review findings
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POWYS PUBLIC SERVICE BOARD

3. RESOURCING

3.1	N/A
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4. RECOMMENDATIONS

4.1	The PSB considered the 4 recommendations and agrees the suggested actions.
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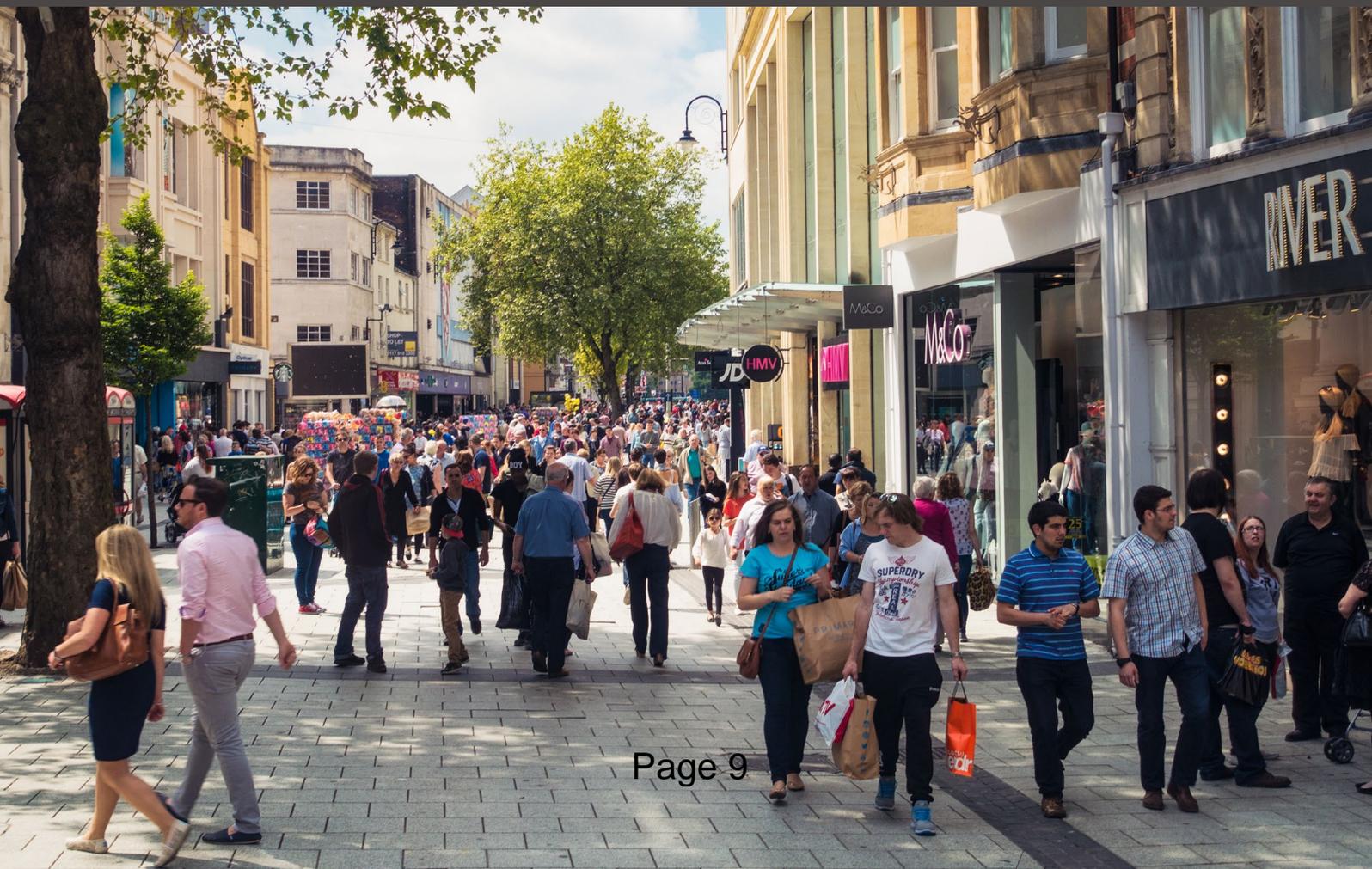
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Archwilydd Cyffredinol Cymru
Auditor General for Wales

Review of Public Services Boards



WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU



This report has been prepared for presentation to the National Assembly under the Government of Wales Act 2006 and the Public Audit (Wales) Act 2004

The Wales Audit Office study team was project managed by Nick Selwyn and comprised Steve Frank, Euros Lake, Matt Brushett, Mary Owen and Sara Leahy under the direction of Huw Rees.

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Mae'r ddogfen hon hefyd ar gael yn Gymraeg.

Contents

	Summary report	5
	Public Services Boards are unlikely to realise their potential unless they are given freedom to work more flexibly and think and act differently	5
	Recommendations	11
1	Public bodies have not always taken the opportunity to effectively organise and resource the work of PSBs	13
	PSBs are building on the work of Local Service Boards and generally have the right membership, but attendance at meetings fluctuates and some key stakeholders are not always involved	14
	PSBs are engaging with citizens, but are not involving them in their work	17
	Most PSBs have adopted the Terms of Reference set out in the Act	19
	PSB agendas vary widely and Welsh Government guidance on impact assessments is not sufficiently clear to direct activity in key areas	20
	PSBs have mixed views on the benefits of the advice they receive from the Future Generations Commissioner	22
	The lack of dedicated funding limits the work and impact of PSBs	23
2	Public Services Boards are not consistently being scrutinised or held to account	26

3	Despite public bodies valuing PSBs, there is no agreement on how their role should evolve	30
	Partners support the continuation of PSBs, but they have mixed views on what their future role should be	31
	PSBs are broadly similar to Community Planning Partnerships in Scotland, but partners in Scotland also deliver projects and co-ordinate funding programmes	35
	Strategic partnership work in England is left to each council to determine and this has resulted in very different approaches	37
	Appendices	
	Appendix 1 – review methodology	40

Summary report

Public Services Boards are unlikely to realise their potential unless they are given freedom to work more flexibly and think and act differently

- 1 The Well-being of Future Generations (Wales) Act 2015 (the 'Act') sets out the Welsh Government's ambitions to improve the social, cultural, environmental and economic wellbeing of Wales. The Act requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to help prevent problems such as poverty, health inequalities and climate change.
- 2 The Act establishes statutory Public Services Boards (PSBs) which have replaced the voluntary Local Service Boards in each local authority area. Each board is required to assess the state of economic, social, environmental and cultural wellbeing in its area and set objectives that are designed to maximise its contribution to the national wellbeing goals.
- 3 The Statutory Members of each PSB are the local council, the local health board, the fire and rescue authority and Natural Resources Wales. In addition to these statutory members, each PSB will invite the following to participate: Welsh Ministers, chief constables, the police and crime commissioner for their area, certain probation services, national park authority (if applicable), and at least one body representing relevant local voluntary organisations. PSBs can also invite other public service organisations to participate, for example, education providers such as colleges and universities and housing associations, and private bodies such as business forums.
- 4 PSBs are promoted by the Welsh Government as the key body collectively responsible for improving the wellbeing of communities across Wales and currently there are 19 PSBs – [Exhibit 1](#).
- 5 The Act requires each PSB to undertake a local wellbeing assessment every five years. PSBs are also required to prepare and publish a plan (the 'local wellbeing plan') setting out their objectives and the steps they will take to meet them. The plan must set out why the PSB feels their objectives will contribute, within their local area, to achieving the national wellbeing goals and how it has taken regard of their assessment of local wellbeing in setting its objectives and steps to take. All PSBs completed wellbeing assessments and published Local Wellbeing Plans in line with the statutory deadlines.

Exhibit 1 – PSBs in Wales

There are 19 PSBs: one in each local authority except for a Cwm Taf PSB which covers Merthyr Tydfil and Rhondda Cynon Taf (set up before Bridgend was realigned with the Cwm Taf footprint), a combined PSB for Gwynedd and Isle of Anglesey and a joint PSB for Conwy and Denbighshire.

Public Service Boards

- 1 Carmarthenshire
- 2 Ceredigion
- 3 Conwy and Denbighshire
- 4 Gwynedd and Isle of Anglesey
- 5 Monmouthshire
- 6 Pembrokeshire
- 7 Powys
- 8 Blaenau Gwent
- 9 Bridgend
- 10 Caerphilly
- 11 Flintshire
- 12 Merthyr Tydfil and Rhondda Cynon Taf
- 13 Neath Port Talbot
- 14 Swansea
- 15 Torfaen
- 16 Wrexham
- 17 Vale of Glamorgan
- 18 Cardiff
- 19 Newport



- 6 When producing their assessments of local wellbeing and Local Wellbeing Plan, PSBs must consult widely. The PSB should seek to involve the people and communities in the area, including children and young people, Welsh speakers and those with protected characteristics, in all aspects of its work. Each PSB will carry out an annual review of its plan showing its progress. Currently there are 101 wellbeing objectives set across the 19 PSBs, ranging from two in Gwynedd and Isle of Anglesey to 15 in Wrexham. There are also 462 underlying supporting steps and actions to deliver the 101 wellbeing objectives. The 101 wellbeing objectives ‘best fit’ with seven national wellbeing goals are as follows:



A globally responsible Wales – 12 wellbeing objectives



A prosperous Wales – 12 wellbeing objectives



A resilient Wales – six wellbeing objectives



A healthier Wales – 25 wellbeing objectives



A more equal Wales – 12 wellbeing objectives



A Wales of cohesive communities – 25 wellbeing objectives



A Wales of vibrant culture and thriving Welsh Language – four wellbeing objectives



Others – five wellbeing objectives (all focussed on ‘transformation’ of public services)

Image source: Office of Future Generations Commissioner for Wales

Source: Wales Audit Office

- 7 The Act also created a Future Generations Commissioner for Wales (the ‘Commissioner’). The general duties of the Commissioner are to ‘promote the sustainable development principle, in particular to act as a guardian of the ability of future generations to meet their needs and encourage public bodies to take greater account of the long-term impact of the things they do’. Specifically, the Commissioner is charged with monitoring and assessing the extent to which wellbeing objectives set by public bodies are being met¹.
- 8 On behalf of the Auditor General for Wales, we have examined how PSBs are operating; looking at their membership, terms of reference, frequency and focus of meetings, alignment with other partnerships, resources and scrutiny arrangements. This is a phase one review on partnership working which will be followed up by a further report in 2020². We have not reviewed wellbeing plans and assessments. **Appendix 1** sets out our audit methods, which included a survey of PSB members, a review of statutory guidance, PSB agendas, reports and minutes and interviews and focus groups with a range of PSB members and commentators. Our findings are also intended to help support the Welsh Government’s and Welsh Local Government Association’s current [review of strategic partnerships](#). Overall, we have concluded that **Public Services Boards are unlikely to realise their potential unless they are given freedom to work more flexibly and think and act differently.**

1 In 2017, the Commissioner provided each of the 19 PSBs with individual feedback on their draft wellbeing assessments. The Commissioner also published [Wellbeing in Wales: Planning today for a better tomorrow](#), a review summarising key issues for public bodies to learn from the initial 2017 wellbeing assessments.

2 The Phase Two review will look at the complexity of partnership delivery looking at a distinct group in society with multifaceted problems/needs who call on and access a range of different public bodies at different times to ascertain how organisations are working differently to address these needs. Our tracer is rough sleepers, a group in society with often intractable problems, who regularly call on and frequently use a wide range of public services and are challenging to provide services for because of their vulnerability, circumstances and lifestyle. This analysis will focus on determining if partners are genuinely working jointly to deliver improvement and whether public bodies are collectively taking decisions, using resources and prioritising activity to actually deliver change.

Public bodies have not taken the opportunity to effectively organise, resource and integrate the work of PSBs

- 9 Whilst PSBs are building on the work of Local Service Boards and generally have the right membership, some key partners are not actively involved, and irregular attendance and lack of engagement restrict progress. Most PSBs are clear on their remit, adopting the model terms of reference set out in the Act. The focus of PSB work varies widely, a reflection of local circumstances and priorities. However, Welsh Government guidance on impact assessments is not being used consistently. The advice provided by the Future Generations Commissioner is not always valued or acted on. The lack of dedicated funding is seen as limiting the potential of PSBs to make a positive and lasting impact on Welsh communities.

PSBs are not being consistently scrutinised or held to account

- 10 PSBs are not taking the opportunity to tell people what they are doing and develop a shared view of what needs to improve. Whilst some PSBs are providing a supportive space for reflection and self-analysis, they are not yet enhancing democratic accountability nor improving transparency. Public involvement and scrutiny arrangements are too inconsistent and variable to ensure that scrutiny of PSBs fully meets the expectations of the Welsh Government's guidance. Despite some positive and effective work to embed and make scrutiny truly effective, more work is required to ensure a consistent level of performance and impact.

Despite public bodies valuing PSBs, there is no agreement on how their role should operate now or in the future

- 11 There is no single or right model for how PSBs should be organised and should work. Each will reflect the context of its area, the focus of Board members and their priorities for action. Nonetheless, public bodies working across regions find it challenging to participate in numerous Boards and there remains overlap between the PSBs and the work and membership of other partnerships, in particular the Regional Partnership Boards. However, opportunities for reducing duplication are not being taken. Some partners are concerned that fewer, larger PSBs will limit the focus on communities and make accountability and decision making too distant from citizens.

- 12 Comparatively, PSBs have more in common with Community Planning Partnerships in Scotland but do not deliver projects and co-ordinate funding programmes like their Scottish counterparts. Strategic partnership work in England is left to each council to determine. English councils are focusing on strategically using land-use planning power, the General Power of Competence and the ability to negotiate reuse of income generated from flexing business rates to encourage growth that helps tackle problems. In both Scotland and England there is more focus on partnerships 'doing'.

Recommendations

- 13 Our recommendations are intended to help support the PSB members and the Welsh Government to improve the operation, effectiveness and impact of PSBs.

Exhibit 2: recommendations

Recommendations	
R1	<p>In Part 1 of the report we set out that understanding the impact of choices and decisions requires public bodies to fully involve citizens and stakeholders and undertake comprehensive Impact Assessments. However, we found that current practice is insufficient to provide assurance that the needs of people with protected characteristics are fully considered when reviewing choices and the voice of citizens is not sufficiently influencing decisions. We recommend that PSBs:</p> <ul style="list-style-type: none">• conduct formal assessments to identify the potential impact on people with protected characteristics and the Welsh language and review agreed actions to ensure any adverse impacts are addressed;• improve transparency and accountability by making PSB meetings, agendas, papers and minutes accessible and available to the public;• strengthen involvement by working to the guidance in the National Principles for Public Engagement in Wales; and• feed back the outcome of involvement activity identifying where changes are made as a result of the input of citizens and stakeholders.
R2	<p>In Part 2 of the report we review arrangements for PSB scrutiny and conclude that there are shortcomings and weaknesses in current performance and practice. To improve scrutiny, we recommend that:</p> <ul style="list-style-type: none">• PSBs and public bodies use the findings of the Auditor General for Wales' Discussion Paper: Six themes to help make scrutiny 'Fit for the Future' to review their current performance and identify where they need to strengthen oversight arrangements and activity; and• PSBs ensure scrutiny committees have adequate engagement with a wider range of relevant stakeholders who can help hold PSBs to account.

Recommendations

- R3** In **Part 3** of the report we summarise the difficulty of developing, implementing and resourcing PSBs and the challenges of managing multiple partnerships that can often have overlap and duplication. **To help build capacity, consistency and resourcing of activity we recommend that:**
- **PSBs take the opportunity to discharge other plan and strategy obligations through the Local Wellbeing Plan;**
 - **the Welsh Government enables PSBs to develop flexible models of working including:**
 - merging, reducing and integrating their work with other forums such as Regional Partnership Boards; and
 - giving PSBs flexibility to receive, manage and spend grant monies subject to PSBs ensuring they have adequate safeguards and appropriate systems in place for management of funding; effective budget and grant programme controls; and public reporting, scrutiny and oversight systems to manage expenditure.
- R4** **To help build capacity, consistency and resourcing of activity we recommend that the Welsh Government and Welsh Local Government Association in their review of strategic partnerships take account of, and explore, the findings of this review.**

Part 1

Public bodies have not always taken the opportunity to effectively organise and resource the work of PSBs



- 1.1 **Shared Purpose Shared Future – Collective role: Public Services Boards** explains the Act and the work of PSBs, identifying council boundaries as the principle basis for joint working. The guidance also sets out how PSBs can merge, should collaborate to widen coverage and encourages them to operate more efficiently by providing them with the opportunity to discharge other planning and strategy reporting duties through the work of the PSB. In this part of the report we look at the evolution of PSBs and how they are meeting the expectations of the Welsh Government. We also consider their membership, focus, resourcing, operation and the evolution of PSBs from their forerunner bodies, Local Service Boards.

PSBs are building on the work of Local Service Boards and generally have the right membership, but attendance at meetings fluctuates and some key stakeholders are not always involved

- 1.2 The Welsh Government's Making the Connections: Delivering Beyond Boundaries published in 2006, created Local Service Boards (LSBs) within each council area. Like PSBs, LSBs were intended 'to bring together the key contributors to local service delivery, both devolved and non-devolved'³ to improve co-operation in service planning and undertake joint action where the need is identified, and where good outcomes depend on joined-up action. The intention was for the LSBs to be an over-arching mechanism of co-ordination, bringing together the main public service providers – councils, local health boards, police, the fire and rescue services and the Welsh Government itself.
- 1.3 Whilst the work and focus of LSBs naturally evolved over their life, partly tailored by the expectations and requirements of revised guidance⁴, they were the key forerunner to PSBs. From our review we found that many PSBs have evolved from the LSBs, building upon the foundations of the previous partnerships (for instance, Ceredigion⁵ and Merthyr Tydfil⁶). In many cases the same individuals have moved from LSBs to PSBs continuing to deliver broadly the same role with the same responsibilities.

3 Welsh Assembly Government, **Making the Connections - Delivering Beyond Boundaries: Transforming Public Services in Wales**, – page 3, November 2006.

4 For example, Shared Purpose, **Shared Delivery: Guidance on Integrating Partnerships and Plans**, December 2012.

5 http://www.ceredigion.gov.uk/cpd/CeredigionStrategicPartnerships_Public/13.5.1-EstablishmentOfCeredigionPSB.pdf

6 <https://democracy.merthyr.gov.uk/documents/s31707/Committee%20Report.pdf>

1.4 Most PSBs are chaired by council representatives: three by council chief executives and ten by council leaders. Of the other PSBs, two are chaired by the local health board representative, two by the chief executives of a local national park and two rotate the chairing between statutory partners. In addition to the statutory members the public bodies most frequently invited to PSB meetings are the Welsh Government, the police, probation services, national parks and representatives of the local voluntary sector. **Exhibit 3** summarises the main attendees across the 19 PSBs and the frequency of their attendance at meetings.

Exhibit 3: frequency of attendance of PSB members

There is a wide variation in attendance across the 19 PSBs from statutory members and statutory invitees ranging from below 50% to 100% on individual PSBs.

PSB members	Status	Lead attended	Deputies attended	No attendance
Council leader	Statutory members	52%	33%	15%
Senior council officers	Statutory members	64%	28%	8%
Fire and rescue authority	Statutory members	54%	46%	-
Health board	Statutory members	52%	45%	3%
Natural Resources Wales	Statutory members	61%	34%	5%
Welsh Government	Statutory invitees	47%	13%	40%
Chief constable	Statutory invitees	45%	44%	11%
Police and crime commissioner	Statutory invitees	30%	28%	42%
Probation	Statutory invitees	25%	25%	50%

PSB members	Status	Lead attended	Deputies attended	No attendance
Community rehabilitation company	Statutory invitees	24%	8%	68%
National parks	Invitees	81%	-	19%
Voluntary sector representative	Statutory invitees	77%	-	23%

Source: Wales Audit Office review of minutes for PSB meetings

- 1.5 **Exhibit 2** highlights that all statutory partners across all PSBs frequently send deputies, particularly health boards and fire and rescue authorities, who tend to be represented by area directors or area managers rather than chief executives or chief finance officers. The lack of continuity in attendance and frequency of substitutions is regularly flagged as reducing the effectiveness of PSBs.
- 1.6 For instance, one respondent to our call for evidence commented that ‘while the Act is quite prescriptive with regards to the seniority of individuals required to sit on the Board, replacements or substitutes are still fairly common. The PSB only meets five times a year and inconsistency in representation means that it is difficult to create momentum in terms of delivering a shared vision and purpose.’ Another noted that it was critical that the PSB had ‘a focus on ensuring all partners who attend see the value of their role in the PSB, some attend without adding the value required, without actively supporting’ and another that ‘the Boards are variable and depend very much on the dynamic amongst the organisations who attend. Unless senior members of participating organisations attend, they [the Board] very quickly run out of steam.’

- 1.7 Despite all PSBs having voluntary sector representation, county voluntary councils' and Wales Council for Voluntary Alliance members report that the work of PSBs feels very distant from the reality of the day to day work of third sector organisations. The culture of PSBs also feels like a local authority owned agenda, notably in areas where the number of local authority representatives outweighs that of other organisations. They conclude that 'the current balance of power is reflective of the status quo, a 'two-tier' system with a clear onus on the four statutory partners versus the 'other' members; resulting in weak collective ownership of the work'⁷.
- 1.8 PSBs also invite a wide range of other organisations to participate in and shape their work. For example, further or higher education institutions and housing associations. We found that only three PSBs have regular attendance from town and community councils – Neath Port Talbot, Torfaen and the Vale of Glamorgan – and only one PSB (Swansea) has a good level of involvement with the private sector through the Regional Business Forum. No faith groups are involved in the work of PSBs despite their value being recognised in wellbeing assessments.

PSBs are engaging with citizens, but are not involving them in their work

- 1.9 The legislation makes it clear that PSBs should work in a citizen-centred way, involving citizens in the co-design and delivery of wellbeing plans. PSBs have undertaken extensive stakeholder engagement activity when developing and finalising their wellbeing objectives and the Local Wellbeing Plan. For instance, questionnaire surveys in Ceredigion, Caerphilly, Pembrokeshire, Torfaen, Neath Port Talbot, the Vale of Glamorgan and Newport; and public engagement sessions and workshops in designated 'community areas' in Gwynedd and Anglesey, Bridgend, Cardiff, Neath Port Talbot, Monmouthshire, Swansea, Flintshire, Conwy and Denbighshire.

⁷ Submission from Third Sector Support Wales (TSSW) to the National Assembly for Wales' Equalities, Local Government and Communities Committee – inquiry in relation to Public Services Boards, May 2018.

- 1.10 Other notable examples of engagement include the refocusing of citizens⁸ panels onto PSB activity such as the Blaenau Gwent Citizens Panel, Your Voice Wrexham, Involve Newport and the Torfaen People’s Panel. The Torfaen Consultation Hub helps the public find and participate in consultations run by all public service organisations in Torfaen. And the One Cwm Taf newsletter⁹ and One Newport bulletin¹⁰ are good examples of how PSBs are informing people about what is going on, inviting comment, and promoting volunteering.
- 1.11 Whilst engagement activity has been time consuming and extensive it has nonetheless tended to follow traditional approaches focussed on informing rather than involving people and consequently falls short of meeting the new expectations of the Act. For example, it is unclear how such activity has been used to shape PSB priorities, the final wellbeing objectives and the actions needed to deliver change. Similarly, stakeholders are not made aware of the impact of their contribution and we found little evidence of how PSBs are ensuring the full diversity of stakeholders are represented and take part in involvement and engagement activity. For instance, we found that only Bridgend PSB has specifically engaged with and sought to involve people with protected characteristics. Engagement activity across Wales has only occurred in English or Welsh, and not in other languages or by using British Sign Language (BSL). We conclude that PSBs are not consistently involving people who have the most to gain from public bodies taking a stronger focus on improving citizens’ lives.

8 A Citizens’ Panel aims to be a representative, consultative body of local residents. It is typically used by statutory agencies, particularly local authorities and their partners, to identify local priorities and to consult service users and non-users on specific issues.

9 <http://www.ourcwmtaf.wales/SharedFiles/Download.aspx?pageid=286&mid=613&fileid=403>

10 <http://www.newport.gov.uk/oneNewport/News/One-Newport-Bulletin.aspx>

Most PSBs have adopted the Terms of Reference set out in the Act

- 1.12 Terms of reference define the purpose and structures of the PSB and are the basis for partners agreeing to work together to accomplish a shared goal. Good terms of reference will set out the governance, functions and ambitions of the PSB and will highlight how partners and the public will be involved. They will also provide a documented basis for making future decisions because they define the:
- a vision, objectives, scope and deliverables (ie what has to be achieved);
 - b stakeholders, roles and responsibilities (ie who will take part in it);
 - c resource, financial and quality plans (ie how it will be achieved); and
 - d work breakdown structure and schedule (ie when it will be achieved).
- 1.13 Whilst the Welsh Government encourages local flexibility, we found that 17 of the 19 PSBs have adopted terms of reference in line with the Act, but with little variation to take account of local circumstances. Whilst nearly all terms of reference follow the same format, we found that six do not set out how sub and working groups will be established and operate and five do not set out how people and partners will be engaged in the work of the PSB. Resources, capacity building and skills development are the major gaps in the current terms of reference. Cardiff, Caerphilly and Newport PSBs have updated their terms of reference and Swansea PSB has produced some good guidance to support the work of the PSB. The terms of reference developed by Gwynedd and the Isle of Anglesey helpfully sets out and explains how disagreement and conflict will be resolved.

PSB agendas vary widely and Welsh Government guidance on impact assessments is not sufficiently clear to direct activity in key areas

- 1.14 Decisions made in PSB meetings ultimately determine the success or failure of the PSB, but meetings can often run the risk of being unfocused and unproductive if they do not have a clear agenda. From our review of minutes and agendas we found that the coverage of agendas, quality of reports and the minutes are hugely variable. Between April 2016 and July 2019, we identified from PSB and council websites that PSBs have met a total of 208 times. We were, however, unable to find public information on dates of meetings, agendas, minutes and reports for 11 PSBs for some or all of this period. Indeed, two PSBs have not reported publicly on when they have met, nor have they published agendas, board papers and minutes of meetings since April 2016.
- 1.15 Whilst we only have a partial picture of PSB performance, we found that as of June 2019:
- a PSBs had, on average, 18 core attendees at each meeting, with the number of participants ranging from 16 to 42 people;
 - b the average length of meetings is 2.5 hours;
 - c PSBs have received over 1,100 reports and over 300 formal presentations as well as regular verbal updates and tabled items;
 - d 'host' councils are allocated approximately 98% of the tasks for action arising from meetings; and
 - e each PSB has on average four sub-groups ranging from no sub-groups in four PSBs to 11 in one.

- 1.16 Too often reports and minutes are not clearly written and are full of jargon which can make it difficult for the public to judge the quality of decision making and the work of PSBs. Conclusions of discussions often end in the Board ‘noting’ items, or ‘thanking’ partners for contributions, and agendas regularly include matters for information not decision. And, because these tend not to be matters for action they are consequently not monitored or scrutinised in later PSB meetings. One respondent to our call for evidence noted from their experience ‘the PSB has also become a bit of a ‘catch all’ for initiatives. Agendas have become long and discussion time limited.’ Overall, we conclude that PSBs are not doing enough to report publicly and openly on their work to ensure stakeholders and citizens can judge performance and hold them to account. This weakens transparency and accountability and it is difficult to see how public bodies are collectively taking a stronger focus on improving local citizens’ lives in line with national guidance and public interest.
- 1.17 We found that Welsh Government guidance¹¹ is also not clear on whether PSBs should undertake impact assessments, noting that ‘a public services board is not under a duty to carry out formal impact assessments. However, they might consider it a useful way of reflecting on matters that statutory members of the board would need to consider or expect to be considering in any case if they are to meaningfully assess the well-being of their area.’ Consequently, PSBs have adopted a variety of approaches to gauge and understand the potential impact of their decisions. For instance, whilst some Boards have undertaken PSB specific impact assessments, others rely on individual organisations’ impact assessments. These are, however, often not specific to the PSBs’ priorities or planned actions and can be unsighted by other Board members.
- 1.18 More generally, respondents to our call for evidence flag concerns with Welsh Government guidance and advice, perceiving it as overly bureaucratic, too prescriptive and not being sufficiently integrated with other key partnership guidance, in particular Regional Partnership Boards. For instance, one noted that ‘the legislation has been very prescriptive, and it has delayed the start of work on projects. Early discussions focussed on dates when things had to be done by and perversely dates things couldn’t be started until a time lapse had occurred.’ Another commentator noted that to support the PSBs to flourish requires ‘less nationally imposed demands and expectations; less central generated bureaucracy’ and another that PSBs should have ‘greater flexibility to enable the PSB to focus on initiatives rather than compliance with the guidance’.

11 <https://gov.wales/sites/default/files/publications/2019-02/spsf-3-collective-role-public-services-boards.pdf>

PSBs have mixed views on the benefits of the advice they receive from the Future Generations Commissioner

- 1.19 The Future Generations Commissioner has clearly set out to PSBs the expectation that their work should be focussed on specific issues, where the PSB is more likely to make transformative changes that can help improve people's wellbeing. Indeed, the Commissioner has asked PSBs to consider focussing more deeply on a small number of issues and to consider different ways of tackling issues rather than continuing with some of the more traditional approaches which have not proved successful in the past.
- 1.20 The Commissioner has also made clear that part of her role is 'continuing the conversation' and in 2016-17 sent letters of advice to PSBs in response to their wellbeing assessments, which culminated in her national report **Well-being in Wales: planning today for a better tomorrow**. The Commissioner also provided advice to PSBs on their draft wellbeing objectives in 2017-18, as PSBs were preparing their wellbeing plans.
- 1.21 We found that PSBs are responding very differently to this advice. Some PSBs, such as Ceredigion, Cwm Taf and Pembrokeshire, have evidently reviewed the advice – for instance, the Commissioner's 'Art of the Possible'¹² programme – and PSB partners have considered collectively how they can best use these insights to refine their work. Despite respecting the advice and guidance provided by the Commissioner and her office, minutes of some PSBs' meetings note that the length and timeliness of advice could be better and that it is often viewed as impractical and not helpful in supporting the PSB to improve.
- 1.22 For instance, minutes of the Newport PSB meeting of 21 November 2017 note that 'Members commented that the Commissioner's advice was overly lengthy and could usefully have provided a clearer steer on expectations and guidance models for the PSB in terms of how it could do things differently.'¹³ Similarly, the Wrexham PSB meeting of 13 September 2018 noted that '[the commissioner] is asking PSBs to consider the governance between themselves and the RPBs. PSB felt advice is badly timed to consider this in detail at the moment'.¹⁴ These are echoed by responses to our call for evidence, with feedback from one PSB member noting that the 'idealist expectations of the Future Generations Commissioner' hinder the work of the PSB.

¹² The 'Art of the Possible' is one of the Commissioner's main programmes of work. It is a partnership approach to shining a light on great work that is improving wellbeing in communities across Wales.

¹³ <http://www.newport.gov.uk/documents/One-Newport/PSB-Minutes-21-November-2017.pdf>

¹⁴ <https://www.wrexhampsb.org/wp-content/uploads/2016/08/WrexhamPSB-13-09-18-mins.pdf>

The lack of dedicated funding limits the work and impact of PSBs

- 1.23 The Act requires councils to make administrative support available to the PSB – ensuring the board is established and meets regularly; preparing the agenda and commissioning papers for meetings; inviting participants and managing attendance; work on the annual report and preparation of evidence for scrutiny. However, it is for each board to determine appropriate and proportionate resourcing of their collective functions which are the responsibility of all the statutory members equally.
- 1.24 The main source of ‘income’ for PSBs is the Welsh Government’s Regional Grant which is issued on a health board footprint and must be spent for the benefit of all PSBs within that region and cannot be spent on project work. We found that some PSBs have set budgets. Cwm Taf PSB has a pooled budget to support administrative work with contributions from the councils and health board. Similarly, both the councils and health board members of the Neath Port Talbot and Swansea PSBs each contribute £10,000 to cover the cost of administrative support. A number of PSBs are also seeking to align their work with other partnership groups in order to share grant funding.
- 1.25 Outside of this funding, the majority of partners’ contribution to the PSBs is a ‘contribution in kind’, usually officer time and use of facilities with most expenditure being absorbed by each partner, in particular the council. This is particularly challenging for councils as they are required to service the PSB and deliver the scrutiny role which goes wider than providing support for meetings. However, it is clear that partners also do not have the capacity to take on more and resources and capacity remain a key risk. Indeed, one of the key messages from our call for evidence is in relation to resources, capacity and the need for a dedicated funding stream for PSBs.

Call for evidence feedback on major risks facing the PSB:

'The main barriers relate to issues of resources and capacity.'

'In order for the PSB to begin fulfilling its potential, it needs dedicated funding. Crucially, this needs to be allocated to the PSB ... not just the local authority or the statutory partners. The allocation of shared resource to RPBs in the form of ICF & transformation fund has galvanised multi-agency, cross-sector collaboration.'

'Provide access to financial support – all partners are financially stretched and even if collaboration opportunities are identified there are still set up costs and a need for staff support.'



'Dedicated funding, resources and improved clarity around expectations of PSBs relative to other collaborations would improve impact.'

'The lack of direct financial resources prevents some actions being undertaken – the time and effort required to look at pooled/shared budgets is disproportionate to any success. WG should ensure that some of the funding streams are directed to PSB - ICF, Transformation funds etc. This would help recognise the role of PSB and speed up change and reconfiguration of services.'

'Over the past three years, the local authority has allocated significant resource to ensure the effective operation of the PSB. This is a significant burden which is not sustainable in the long term.'

'PSBs receive no direct funding, this is a limiting factor. The capacity and capabilities of each partner vary so each partner contributes in very different ways. Inevitably those partners with the broadest shoulders carry the heaviest load which is an issue at a time of austerity when all organisations are under financial pressure and struggling with limited resources.'

'The main barriers relate to issues of resources and capacity across partner organisations: lack of dedicated PSB partnership resource budget; reduced capacity across senior managers in the public sector following 6 years of austerity; and lack of additional funding from Welsh Government to deliver on the requirements of the WBFGA, particularly in comparison to that made available to deliver the SSWBA.'



Part 2

Public Services Boards are not consistently being scrutinised or held to account



- 2.1 The Act identifies that local councils are responsible for the formal overview and scrutiny of PSBs, and in particular the: provision of a supportive space for reflection and self-analysis; enhanced democratic accountability and improved transparency; a stronger focus on improving local citizens' lives; and place-based transformation through deeper public engagement. The three main roles of overview and scrutiny committees are set out in Welsh Government guidance and defined as:
- a reviewing the PSBs' governance arrangements;
 - b acting as statutory consultees on the wellbeing assessment and Local Wellbeing Plan; and
 - c monitoring progress on the PSBs' implementation of the Local Wellbeing Plan and engagement in the PSB planning cycle.
- 2.2 In order to ensure democratic accountability, councils must designate a scrutiny committee to review the governance arrangements of the PSB as well as review or scrutinise the decisions made, or actions taken by the PSB, and make reports or recommendations to the Board regarding its functions or governance arrangements. It is for each council to determine what form these scrutiny arrangements take. For example, existing legislative powers can be used to put in place joint arrangements, such as 'co-opting' persons who are not members of the authority to sit on the committee, and where appropriate to appoint joint committees across more than one local authority area. The committee can require any statutory member of the Board to give evidence, but only in respect of the exercise of joint functions conferred on them as a statutory member. This includes any person that has accepted an invitation to participate in the activity of the Board.
- 2.3 We found a wide variation in how councils have configured their PSB scrutiny functions. Five have a dedicated PSB scrutiny committee, five include oversight within the remit of a partnership scrutiny committee, and others have established reporting lines through policy and resources scrutiny committees. Swansea has the largest scrutiny committee inviting an average of 32 people to each meeting in 2018 and 2019. However, one council has not yet designated or created a scrutiny committee for the PSB and another has only recently created a scrutiny committee, which is yet to meet. Councils that have integrated the scrutiny of the PSB with other responsibilities often have committees with very broad remits and councillors lack the capacity to consider everything they need to. As a result, the work of the PSB can take a low priority.

- 2.4 The timing and frequency of meetings do not help scrutiny committees to monitor progress on the PSBs' implementation of the Local Wellbeing Plan. For instance, most scrutiny committees are not timetabling their meetings to mirror the cycle of PSB meetings. The frequency of council scrutiny committee meetings also varies widely, a reflection of whether oversight has been tasked to an existing committee or to a dedicated committee focussed purely on the PSB. Consequently, some scrutiny committees meet monthly, others less frequently.
- 2.5 Our review of council scrutiny papers, agendas and reports found that a number of committees are focussing on internal administration, structures and procedures and not enough on providing insight or challenge to PSBs. We saw evidence that most, but not all, scrutiny committees are consulted on the PSBs' wellbeing assessment and Local Wellbeing Plan, but it is not always clear what impact their scrutiny has had. Some scrutiny committees simply note receipt of the Local Wellbeing Plan with minutes recording no or little comment or challenge.
- 2.6 With regard to monitoring progress on the PSBs' implementation of the Local Wellbeing Plan and engagement in the PSB planning cycle, we found big differences in how scrutiny committees are performing. There is good evidence that some scrutiny committees are effectively challenging the work of PSBs. For example, the work of Cardiff Council's Policy Review and Performance scrutiny committee when considering the PSB's Wellbeing Report 2017-18¹⁵. Likewise, Caerphilly provide PSB performance reports to members in advance of scrutiny meetings to help members set their lines of enquiry and to ensure that the right PSB partner officers attend meetings to answer these questions. In addition, pre-meeting discussions also allow officers to present questions under themes to sharpen the focus of scrutiny.

¹⁵ <http://cardiff.moderngov.co.uk/documents/s25545/Minutes%20Public%20Pack%2003102018%20Policy%20Review%20and%20Performance%20Scrutiny%20Committee.pdf>

- 2.7 However, these positive examples are not universal, and we found significant shortcomings in how some scrutiny committees are reviewing and scrutinising the decisions made and actions taken by PSBs. For instance, reports and updates on the work of PSBs are simply noted by some scrutiny committees, whilst other committees are not tracking the number, discussion of, discharge, and impact of the recommendations they make for PSBs to action. Scrutiny Committee papers and minutes can also be full of jargon and abbreviations which can make it difficult for councillors to examine performance, a point noted by Ceredigion's Overview and Scrutiny Co-ordinating Committee¹⁶. This makes it difficult for councils to demonstrate how they are discharging the expectations of the Welsh Government's guidance.
- 2.8 Of the councils that published annual scrutiny reports, we found little commentary on their responsibilities to scrutinise PSB governance arrangements and whether the current systems are effective or need to change. The Terms of Reference of PSBs are generally not reviewed by scrutiny committees. This is important because PSBs' governance work may evolve over time and priorities may change.
- 2.9 Whilst some PSB scrutiny committees encourage wider attendance at meetings this could be more inclusive to ensure stakeholders and citizens are given the opportunity to hold their PSB to account. All PSB scrutiny committees are chaired by a councillor, membership of committees is primarily made up of local councillors and there are few co-opted members from PSB partners. Consequently, the work of committees ends up with a heavy 'council focus'. Many PSBs are not open to the public, and we found that only one PSB – Swansea – encourages involvement and engagement with the public at PSB meetings through its public 'question time'. In addition, Cardiff and Swansea tabled questions from the public. Cwm Taf and Cardiff advertise PSB and scrutiny meetings in the local press and on social media and several other PSBs have dedicated public-facing websites with a good range of useful and accessible information, the best of which we consider to be Cwm Taf and Blaenau Gwent. Websites with good quality material make it easy for the public to become more informed and involved in the work of the PSB. Despite these positive examples, there is more for PSBs and public bodies to do to ensure there is effective oversight of the work of Boards.

16 http://www.ceredigion.gov.uk/cpd/CeredigionStrategicPartnerships_Public/10.8%20Scrutiny%20Feedback%2030.11.2017.pdf

Part 3

Despite public bodies valuing PSBs, there is no agreement on how their role should evolve



3.1 There is no single or right model for how PSBs should be organised and should work. Each PSB is the sum of its members and will reflect the local context, the needs of its areas and the agreed priorities for action. Since the establishment of Public Services Boards in 2016, much of the focus of their early work has been on completing the wellbeing assessment, adopting the Local Wellbeing Plan and establishing governance and operating arrangements between partners. Most PSBs have now reached a pivotal moment, where these arrangements are well-established and are turning their attention to delivering the outcomes they have set out. It is timely, therefore that PSBs pause and consider their role and how they can ensure their work is focussed sufficiently on meeting the objectives of the Act.

Partners support the continuation of PSBs, but they have mixed views on what their future role should be

3.2 Nearly all partners responding to our call for evidence said that PSBs are the right vehicle to deliver the ambitions of the Act but also acknowledged they are only part of the solution. Whilst most partners note that PSBs will only have impact if they are allowed time and space to develop, many who responded to our call for evidence highlighted that structures also need to change to support them to flourish. Proposals included more flexibility to allow PSBs to operate without overly prescriptive guidance, exploring regional working and greater clarity over the roles and links between PSBs and Regional Partnership Boards.

'I would not want to see wholesale change being introduced again. We have had Community Planning and Leadership Partnerships and Community Plan; then the Local Service Board and Single Integrated Plan, and now we have Public Services Board and Wellbeing Plan. We cannot just keep shuffling the deck chairs, changing the name of partnerships, and expecting change for the better. I think most people are fed up with the 5-year cycle of change of partnership, new assessments, new plans and then 'all change' before anything has had chance to bed in and deliver real transformation and improvement. The Well-being of Future Generations Act needs us to plan for the long term – to do that, we need a long-term commitment to PSBs, even if an element of the work moves onto a regional footing.' – Call for evidence response.

- 3.3 PSB members often attend numerous partnerships and respondents to our Call for Evidence noted difficulties in aligning all priorities, and often the work of their organisation is remote and not central to delivery of wellbeing objectives or the Local Wellbeing Plan. This can be especially difficult for fire and rescue authorities who cover between four and nine PSBs; the national park authorities who work with between one and nine PSBs; and the police who operate across four and six PSBs. For example, one respondent to our call for evidence noted that ‘both Swansea and NPT PSBs have very similar wellbeing plans and yet these are being developed in parallel rather than in a collaborative joined up way which ignores local authority boundaries. This is a particular issue for partners who cover more than one PSB area – it duplicates work (attendance at numerous meetings discussing the same issues in different LA areas), it means missed opportunities for greater collaboration.’ Bodies working across a region consequently find it hard to resource every PSB meeting, sub group and council scrutiny meeting.
- 3.4 PSB members likewise find it challenging to respond to and align partnership activity under different pieces of legislation. As well as having to create PSBs, they are also required to form regional partnership boards under the Social Services and Wellbeing Act and regional delivery arrangements under the recent Violence Against Women legislation. Reducing the complexity of public service governance has long been an aim of the Welsh Government, local government and other public service partners who note that the lack of alignment between partnerships which continue to operate on different geographical boundaries can dilute impact, stretch capacity and increase complexity. Partnerships undoubtedly can help drive transformational change, but the top-down prescriptive model favoured to date, coupled with different emphases in different legislation and guidance, has not always helped Public Bodies to deliver on the ground.
- 3.5 This is not unique to PSBs and echoes the findings of the Auditor General’s recent review on the Integrated Care Fund and the work of regional partnership boards¹⁷. For example, regional partnership boards operate on health-board boundaries, whereas others like the majority of PSBs operate on a local authority footprint. A number of respondents also highlighted that PSBs, unlike regional partnership boards, are not allocated resources to directly spend. This is resulting in some PSB partners choosing to prioritise the work of regional partnership boards over PSBs because the former makes decisions on where to invest and spend money and the latter does not.

17 <https://www.audit.wales/system/files/publications/integrated-care-fund-report-eng.pdf>

- 3.6 However, given the weaknesses identified in earlier sections of this report on the inadequacy of accountability and oversight arrangements, the lack of public reporting and the duplication of PSB activity with other partnerships, there are risks in allocating PSBs resources to manage. For PSBs to start to control and spend money will require changes and improvements in how PSBs work; how they publicly report; how they are scrutinised and held to account; and clear expectations on how they should manage and control PSB budgets and expenditure.
- 3.7 It is unsurprising that many we have spoken to and who responded to our call for evidence flag the current multifaceted partnership environment as a potential block to improvement because resources and capacity are being overextended. It is often the same individuals who are expected to contribute to and attend PSBs and regional partnership boards, putting considerable pressures on their time and resources. For instance, one respondent to our call for evidence noted that ‘the partnership landscape is now rather complex the PSB has found it challenging to find an area where they can add value and not duplicate other areas’. Whilst another highlighted that ‘the capacity to service both PSB and RPB partnership arrangements is an issue. A single partnership arrangement would help to reduce duplication, ensure adequate officer support and provide clarity regarding governance and accountability.’
- 3.8 Finally, one respondent highlighted that ‘the relationship between PSBs, RPBs and other bodies (City Deal, APBs) is very confusing and makes for a cluttered landscape. It is difficult for professionals to understand – let alone the public we are supposed to serve. Competing cycles – most public sector organisations are funded annually; political terms are 4/5 years and yet PSBs are trying to develop solutions for the next generation – these factors work against each other.’
- 3.9 There are nevertheless mixed opinions on whether PSBs should operate on local or regional footprints and whether they should merge with other partnerships. Whilst there are tensions inherent in the existing structures, there are also challenges to changing them. Whilst larger partnerships offer economy of scale, they can also become remote moving decision making and prioritisation further away from communities. The Welsh Government is also clear that not all partnership structures do the same job. Some are about case management or operational delivery across services whilst others focus on developing a shared strategic perspective and it is not always possible, or desirable, to bring these together.

- 3.10 As well as PSBs, the Welsh Government¹⁸ has identified 23 other major partnership groupings, broadly aligned with the following themes:
- a Economy and skills – 3
 - b Health and social care – 4
 - c Criminal justice and community safety – 8
 - d Children and young people – 3
 - e Housing – 4
 - f Other – 1
- 3.11 Though most of these emanate from, or are driven by, national requirements, how they are organised, managed and work is very much left to public bodies to determine, recognition that there is no one or right way for partnerships to organise themselves. And whilst some boards have ensured that the responsibilities of different regional and local boards are clearly defined and seek to keep duplication to a minimum, this is not universal. Even where there are opportunities to streamline the work of the PSB and discharge other plan and strategy obligations through the Local Wellbeing Plan, we found that PSBs are not necessarily taking them.
- 3.12 For example, whilst most councils discharge their community planning functions and priorities for child poverty through their PSBs, and others have taken the opportunity to integrate their community safety partnerships into a sub group of the PSB (Bridgend and Swansea for example), progress in other areas has been limited. Strategies relating to Violence against Women, Domestic Abuse and Sexual Violence have mostly been regionalised and are not being discharged through the Local Wellbeing Plan.
- 3.13 Undoubtedly, those we have spoken to and who responded to our call for evidence value the work of PSBs, but there are very different views on how they should evolve. As noted above, some favour fewer Boards operating across wider regional areas whilst others value PSBs reflecting local authority footprints and being tied more closely to communities. Others want to see PSBs and regional partnership boards being merged to reduce duplication, not least in attendance, but to also better co-ordinate work on similar priorities. It is clear that there is no single model for partnership working and each partnership needs to reflect the local circumstances, priorities and context. And it is PSBs themselves who are best placed to decide when, where and how they wish to work together, and the Act is designed to ensure they have the flexibility to do so.

18 Paper 3 (Annexe A), Working Group on Local Government, Meeting 25 January 2019.

3.14 However, given the demands on public bodies to sustain and maintain so many partnership fora, there is a clear case for rationalising the current arrangements to free up capacity and reduce duplication. And the current review commissioned by the 'Working Group on Local Government' to map strategic partnerships¹⁹ and make recommendations for rationalisation should address this. To assist in this process, in the remainder of this section we consider how similar partnerships operate in Scotland and England and highlight key differences with Wales.

PSBs are broadly similar to Community Planning Partnerships in Scotland, but partners in Scotland also deliver projects and co-ordinate funding programmes

3.15 The approach in Wales is similar to the Community Planning²⁰ system in Scotland. Community planning is the process by which councils and other public bodies work together, with local communities, businesses and voluntary groups, to plan and deliver better services and improve the lives of people who live in Scotland. The [Local Government in Scotland Act 2003](#) provides the statutory basis for community planning. Community planning is led by Community Planning Partnerships (CPPs). There are 32 CPPs, covering each council area, which include representatives from the following:

- a **the council:** It has a statutory duty to 'initiate, facilitate and maintain' community planning. It is therefore responsible for taking the steps necessary to ensure community planning takes place.
- b **statutory partners:** NHS boards, Scottish Enterprise, Highlands and Islands Enterprise, Police Scotland, Scottish Fire and Rescue Service and regional transport partnerships.
- c **other partners:** These include other public bodies, further and higher education institutions, voluntary groups, community groups and business organisations.

19 <https://www.wlga.wales/review-of-strategic-partnerships-june-2019>

20 The Community Planning model has been in place for a number of years and was most recently refreshed with the [Community Empowerment \(Scotland\) Act 2015](#).

- 3.16 Unlike PSBs, CPPs are focused on delivering projects particularly at a community level. This work can include managing and assisting in asset transfer to community groups, working with communities to both build capacity and identify solutions and also investing in infrastructure and projects. For instance, the approach to involving communities in identifying and planning responses in Glasgow²¹. CPPs are also required to specifically consider how they can help contribute to poverty reduction and they must also assess the impact of their policy choices on people with protected characteristics. Importantly, CPPs must set out what public money is being spent locally and actively seek opportunities to reduce duplication, jointly bid for external finance and pool resources.
- 3.17 CPPs have also acted as the co-ordinating body for national funding programmes; for instance, the Early Years Change Fund established in 2011 as a partnership fund between the Scottish Government, local government and the NHS totalling £274.25 million in investment. The CPPs provide oversight and co-ordination for this programme²². Consequently, CPP plans, which have a 10-year timescale, are focussed on operational delivery as well as setting the overall strategic direction for an area. There are therefore some important differences between CPPs and PSBs, namely, the former works more closely with the business sector, has oversight of funding and supports delivery of community projects. This is very different to PSBs.

21 <https://www.glasgowcpp.org.uk/index.aspx?articleid=19222>

22 <https://www.gov.scot/publications/summary-community-planning-partnerships-cpps-early-years-change-fund-returns-9781786524355/pages/1/>

Strategic partnership work in England is left to each council to determine and this has resulted in very different approaches

3.18 The approach in Wales and Scotland, however, is sharply different to England. Increasingly, councils in England are choosing not to have a local strategic partnership forum, partly a reflection of less central direction, austerity and the cost of servicing and maintaining these forums, but also because of difficulties in quantifying impact and the speed of decision making. From our research we found that approaches in England tend to focus on one key priority – learning and skills, economic growth, preventing poverty, or digital delivery. And because there are no central mandated approaches or requirements, public bodies are left to determine how they respond, which has resulted in very different approaches with little consistency between regions. For instance:

- a the Derbyshire Partnership Forum²³ is one of the few remaining local strategic partnerships in England and primarily focuses on preventing poverty in rural areas. The Forum brings together over 60 public, private, voluntary and community sector organisations who work together to improve the quality of life for the people of Derbyshire. The Derbyshire Partnership integrates seven other strategic partnerships and runs a data observatory. The Derbyshire Partnership Forum is currently carrying out a fundamental review of its governance arrangements to refocus its priorities on fewer things where there are gaps in conventional service delivery and to further integrate efforts, for example, in youth safety prevention work.
- b Newcastle City Council's Growing our City²⁴ is focussed on attracting and encouraging investment in the city to grow the economy and create a more sustainable Newcastle. Key to this is the programme of work being developed under the Newcastle City Deal²⁵, which supports the creation of an Accelerated Development Zone in the Newcastle and Gateshead corridor which is allowing the Council to regenerate the city centre and tackle poverty. Alongside this is the life and science and healthcare work which has levered in over £1 billion in investment and the Council's partnership with Legal and General at the Helix site.

23 <https://www.derbyshirepartnership.gov.uk/home.aspx>

24 <https://www.newcastle.gov.uk/our-city/growing-our-city>

25 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/406293/Newcastle-City-Deal-Paper.pdf

- c the Essex Online Partnership²⁶ is focusing on one key priority: to improve digital access, grow skills, and ensure all partners have access to the best integrated technology and data. The Partnership operates through a subscription model and is jointly led by Essex County Council and Essex Police. The partnership shares knowledge, resources and services to provide technology solutions, which support the business needs of each partner organisation and reduce the cost of their technology. Significantly, the partnership involves and includes networks of interest, schools and rural communities.
- d Southampton Connect is an independent partnership which brings together senior city representatives seeking to address the key challenges and opportunities for Southampton and working with the city's key partners to improve the outcomes of the people of Southampton²⁷. Southampton Connect is chaired by the Hampshire Chamber of Commerce and is responsible for the delivery of the Southampton City Strategy which contains many of the features of a wellbeing assessment. Partners emphasise speed of action and ability to speak with one voice as clear tangible benefits. Rough sleeping is the partnership's current priority based on public interest and local concerns.

3.19 From our analysis, one of the key differences between England and Wales is the freedom English councils have to determine their direction and purpose and the role of the private sector to support strategic activity. With less public money available to invest in services and regeneration activity, we found that English councils are focusing on strategically using their powers – in particular land use planning, the General Power of Competence²⁸ (which currently does not exist in Wales) and the ability to negotiate reuse of income generated from flexing business rates – to encourage inward investment that helps tackle problems. This helps to increase employment and grow council tax revenues to reinvest in public services.

26 <http://www.eolp.info/>

27 <https://www.southampton.gov.uk/council-democracy/partnership-working/southampton-connect.aspx>

28 The Localism Act 2011 introduced the general power of competence in England which enables local authorities to do things an individual may generally do but anywhere in the UK or elsewhere. The power also allows authorities to do things for a commercial purpose or otherwise, for a charge or without a charge and without the need to demonstrate that it will benefit the authority, its area or citizens of the area. The general power of competence has extended the range of services which a local authority can lawfully provide.

- 3.20 However, because these approaches are negotiated and agreed by the UK government on a case by case basis, there is no uniformity between councils nor a core focus for action that all councils are prioritising. Councils are essentially left to ‘get on with it’ with little external support, oversight or challenge, which is inherently risky, especially when things go wrong. This is very different to the Welsh Government policy for PSBs, which promotes a ‘public sector led’ response to addressing challenges. Whilst the Welsh Government’s guidance references the private sector and businesses, they are not identified as core PSB members and their role and contribution to date in Wales are not as central to the work of PSBs, with one or two exceptions, which is different to England.
- 3.21 Some, but not all, of the approaches in England are also developed under the auspices of City and Growth Deals²⁹. City Deals also operate in Wales and are an agreement between the UK and Welsh governments and a city or city region. It gives the city and its surrounding area certain powers and freedom to take charge and responsibility of decisions that affect their area. City and Growth Deals are focussed on stimulating economic growth across an area, but also tackling barriers by, for instance, improving transport connectivity; increasing skill levels; supporting people into work; supporting businesses; and deciding how public money should be spent. A Growth Deal is very similar in purpose but is less geographically restrictive.
- 3.22 There are currently two City Deals in Wales – the Cardiff Capital Region City Deal³⁰ and the Swansea Bay City Deal³¹ – and proposals for development of Growth Deals in Mid Wales and North Wales. The local authority partners in each of the existing City Deals have established joint governance arrangements to oversee implementation of the deal. Given the potential City Deals have for making a positive impact on improving economic wellbeing it is important that their work is focused on delivering sustainable development in line with the Act, a key issue flagged by the Commissioner with public service leaders in correspondence³². Irrespective, they are also another major partnership that adds to what already is a complex picture of planning and delivery across the public sector.

29 City and Growth Deals have become one of the main tools for driving economic activity in the UK in recent years. A process that started with the major urban centres of England (outside London) has grown to include most of the large population centres across the UK. By their nature, these deals are unique to the area they spring from, and there is a great deal of variety in their scope and ambition.

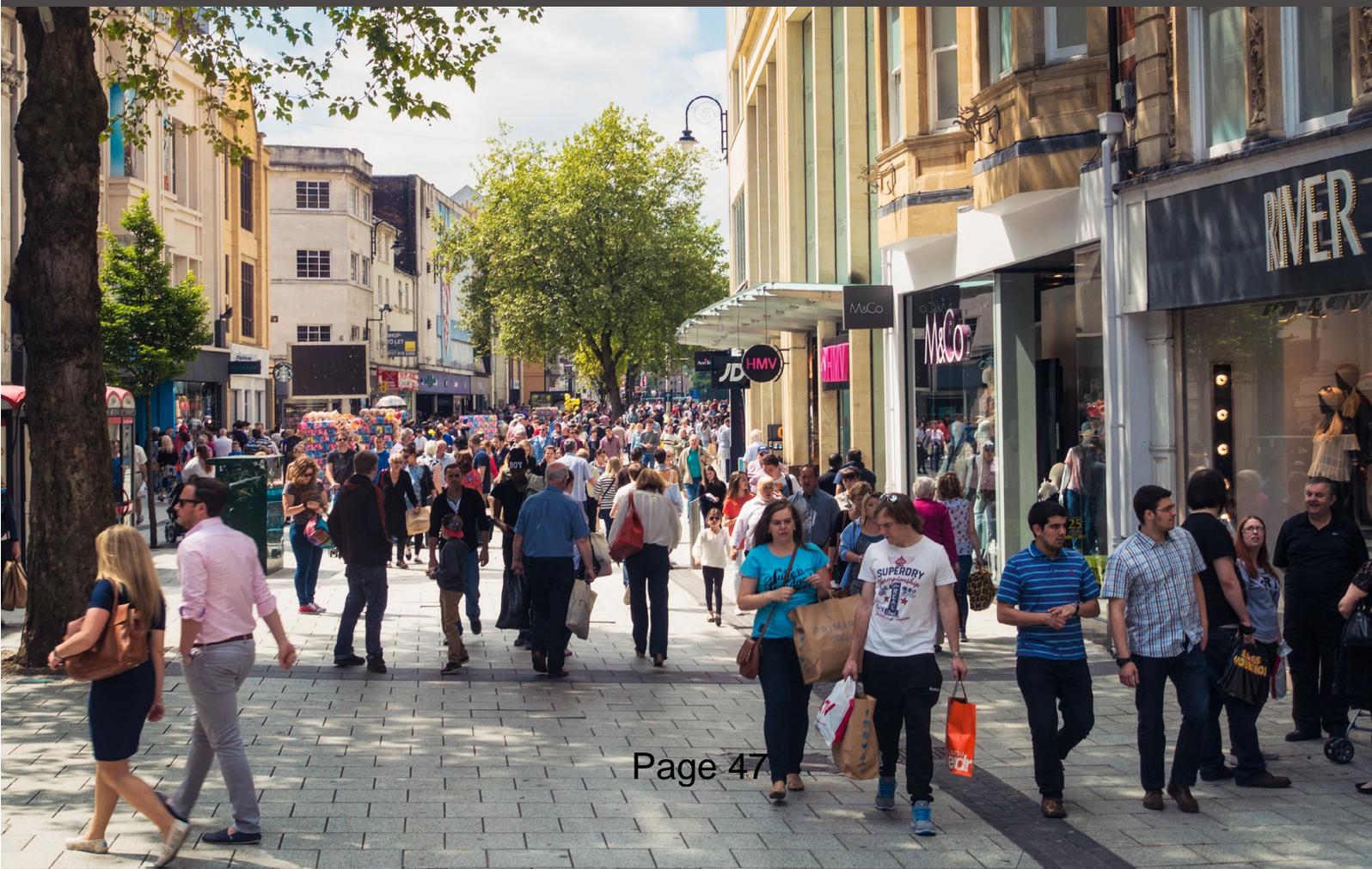
30 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/508268/Cardiff_Capital_Region_City_Deal.pdf

31 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/611685/Swansea_City_Deal_-_English.pdf

32 <https://futuregenerations.wales/wp-content/uploads/2017/03/20161212-City-deal-FinalEng.pdf>

Appendices

Appendix 1 – study methodology



Appendix 1 – review methodology

Review of literature

We have reviewed a wide range of documents and media, including:

- evidence submitted to the National Assembly for Wales' Equalities, Local Government and Communities Committee inquiry in relation to Public Services Boards;
- examining national policy, statutory guidance and the Well-being of Future Generations Act guidance and legislation;
- examining all PSB meeting reports, minutes and online information from 2018 and 2019 and a sample of earlier documentation;
- checking PSB websites for accessibility and encouraging public involvement;
- reviewing financial information on PSBs;
- comparing public priorities in wellbeing assessments with wellbeing objectives;
- recording who attended PSB meetings and examining all PSB terms of reference where they exist;
- assessing if PSBs are streamlining their activity by integrating other statutory partnerships and plans/strategies;
- considering if PSBs are taking account of advice from the Future Generations Commissioner;
- reviewing all PSB related council scrutiny committee minutes, reports and annual reviews of scrutiny; and
- other relevant research and guidance from government, councils, CIPFA, and research bodies.

Comparative research

We compared guidance and strategic partnership work in Wales with approaches in England and Scotland.

Call for evidence

We undertook a call for evidence of all PSB statutory and invited members and received responses from 51 members of PSBs covering all 19 PSBs.

Interviews and focus groups

We interviewed representatives from the Future Generations Commissioners (FGC) Office, the Welsh Government, the Welsh Local Government Association and members of PSBs including council, fire and rescue authority, police and voluntary sector officers and PSB co-ordinators. We interviewed officers in councils in England and undertook fieldwork in Newcastle. We held focus groups with Wales Audit Office staff who are delivering Well-being of Future Generations audits at each of the 44 public bodies and have observed scrutiny meetings.

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POWYS PUBLIC SERVICE BOARD

19 December 2019

REPORT AUTHOR: Ness Young, Corporate Director Resources and Transformation

REPORT TITLE: REPRESENTAION OF ONE VOICE WALES ON POWYS PULIC SERVIC BOARD

REPORT FOR: Decision

1. Purpose

1.1 To seek the approval of the Board to invite One Voice Wales to have a representative attend the Powys Public Service Board, to represent Town and Community Councils across Powys, with effect from 1 January 2020.

2. Background

2.1 On 19 September 2019 the Board was invited to consider a request from One Voice Wales¹ to represent Town and Community Councils in Powys on the Powys PSB.

2.2 Town and Community Councils comprise elected members (and in some cases co-opted members) and exist to serve their communities and to improve the quality of life in their localities. Town and Community Councils have an important role in providing the voice of the citizen in the development and delivery of public services in Wales. They also contribute by:

- Mobilising community activity;
- Providing additionality to services and facilities provided by other bodies;
- Providing local democratic accountability;
- Being able to plan long term due to the stability and continuity provided by their statutory constitution;
- Being able to raise taxes through precepting Council Tax; and
- Promoting public service and citizenship within communities.

2.3 In addition, under the Well-being of Future Generations (Wales) Act 2015 Community Councils with a turnover of more than £200,000 per year ‘...must take all reasonable

¹ One Voice Wales is the principal organisation for Town and Community Councils in Wales, representing the councils' interests and providing a range of services to support their work.



POWYS PUBLIC SERVICE BOARD

steps in its areas towards meeting the local objectives including in the local well-being plan...'

- 2.4 The statutory members of the PSB are Natural Resources Wales, the Mid Wales Fire and Rescue Authority, Powys County Council and Powys Teaching Health Board. Statutory invitees are Welsh Government, Dyfed Powys Police and PAVO. The Brecon Beacons National Park Authority is also an invited member. Under the Powys PSB Terms of Reference, the Board can invite organisations that exercise functions of a public nature to participate, as they consider appropriate. Town and Community Councils are represented on many Public Service Boards across Wales.
- 2.5 Against that background, the Board agreed to consider One Voice Wales request further with them. Since the last PSB meeting, discussions have taken place between members of the One Voice Wales Executive Board and Powys County Council officers to consider how best to ensure a One Voice Wales representative could represent all the Town and Community Councils in Powys and to provide clarity about what being a member of the PSB would involve.
- 2.6 The PSB has recognised the value of engaging Town and Community Councils in the delivery of Towards 2040 before the request from One Voice Wales was received. This recognition resulted in the engagement event for Town and Community Councils that was held on 19 September at Celf O Gwmpus in Llandrindod Wells to increase awareness of the Wellbeing Plan and to consider how Town and Community Councils could contribute to its delivery.

3. **Advice**

- 3.1 Only fifteen Town and Community Councils were represented at the engagement event on 19 September, but several themes emerged from the discussion around the potential for closer working between the PSB and TCCs and the benefits this could bring to the delivery of the 12 steps, particularly in respect of mobilising action locally, promoting volunteering and planning for the long term.
- 3.2 PSB members who attended the event welcomed the opportunity to engage with the Town and Community Councils and particularly valued hearing the voice of the citizen in respect of how to take forward the 12 steps. PSB attendees could see the benefits of working more closely with Town and Community Councils.
- 3.3 In view of the above the Board is invited to agree that Town and Community Councils should be invited to be represented on the Board by One Voice Wales, based on the following proposal that has been developed through discussion between members of the One Voice Wales Executive Board and Ness Young, Powys County Council:



POWYS PUBLIC SERVICE BOARD

One member of the One Voice Wales Executive Board to attend PSB meetings to represent Town and Community Councils in Powys, based on the membership of the PSB being shared by one member from Montgomeryshire and one member from Brecon and Radnorshire, attending meetings on an alternate basis.

4. Resource Implications

- 4.1 There are no financial implications for existing PSB members arising from the recommendation in this report as the invitation to One Voice Wales is extended on the basis that the role on the Board will be unpaid.

5. Legal implications

- 5.1 The PSB has the freedom to invite bodies, not covered under statute, to participate in the PSB in whatever manner it sees fit as long as invited participants exercise functions of a public nature.

6. Recommendation

- 6.1 The Board is invited to agree to invite One Voice Wales to become a member of the Powys PSB as per the proposal in paragraph 3.3 above, with effect from 1 January 2020.

Contact Officer: Bethan Ledger
Tel: 01597 826009
Email: bethan.ledger@powys.gov.uk

Head of Service: Emma Palmer

Corporate Director: Ness Young

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POWYS PUBLIC SERVICE BOARD

A summary of feedback from the Powys Public Service Board engagement session with Town and Community Councils
December 2019

1.1	<p>Background</p> <p>Under the terms of the Well-being of Future Generations (Wales) Act 2015, community councils with a turnover of more than £200,000 per year '<i>...must take all reasonable steps in its areas towards meeting the local objectives including in the local well-being plan...</i>' Meetings have been held with several councils however this has been on an ad hoc basis in response to an offer made some time ago. Community councils have identified a lack of interaction and engagement with the PSB and its work.</p> <p>On this basis the PSB arranged an event as an opportunity for all Town and Community Councils across the county to engage with the PSB, better understand its work and contribute to the objectives in Towards 2040 in their own plans.</p>
1.2	<p>Event Summary</p> <p>The event was held in September 2019 at Celf O Gwmpus in Llandrindod Wells with 38 attendees representing 15 Town and Community Councils and 7 PSB partner organisations. The session took a Carousel style approach with attendees organised into small groups which rotated across the 9 of the 12 Well-being Steps that were represented.</p> <p>Emerging themes</p> <p>Several themes emerged from the discussion including:</p> <ul style="list-style-type: none"> • The value of volunteers • The need for different Town and Community Councils to connect in order to share information, good practise etc. • Talk around measuring performance so we know how the Steps are progressing • Work is going on in many areas to act on the link between access to nature/open spaces/woodland etc. with health and well-being. • Many participants referred to planting trees in urban areas • Travel and transport were identified as cross cutting issues that need a cross-step collaboration • There are a lot of informal networks and activities that exist in communities that contribute to Well-being that the PSB organisations may be unaware of. • Some activities/work that the Town and Community Councils deliver are more aligned to 1 or more of the 7 Wellbeing goals rather than the 12 specific "Steps".



POWYS PUBLIC SERVICE BOARD

In addition, some common comments specific to Steps included:

Step 2:

*How does the public know that the PSB/(T & CCs) are making a difference?
We need a flow of information and data from the bottom level to provide assurance and assess performance.*

Possible need to raise awareness and understanding of the Well-being of Future Generations (Wales) Act across the Town and Community Councils

Step 3:

A need for joined-up thinking around this step. For example, with Step 6 in terms of a transport structure that supports young people to get where they need (school/college).

Step 4:

Many attendees commenting that digital connectivity should be a priority across the county.

Step 6:

*A need for coordination and information regarding work experience and careers advice.
Discussions around the need to encourage young people to stay in the county.
Discussion around a Holistic approach - to include transport, sign posting, offer of apprenticeships etc.*

Step 8:

*Some areas suggesting schemes to cut exhaust fumes e.g. "Turn-off your engine" signs at schools.
Many councils described tree planting initiatives in their areas.
Many areas developed/developing nature walks/foraging/Treasure Hunt trails.*

Steps 9 & 10:

*Much discussion around the challenges that rurality provides to the economy.
Links with Steps 3 and 4.
A need to share good practice across Town and Community Councils.*

Steps 11 & 12:

*The importance of transport, and also wider digital transformation, to enable residents to engage in wellbeing.
Suggestions that we need to recognise that there are probably multiple approaches to generating community engagement/involvement, given the difficulty in some local areas of getting participation via traditional routes.*



POWYS PUBLIC SERVICE BOARD

The importance of local public sector buildings (e.g. GP surgeries, hospitals) and the need to consider their place as the focus for the community in a broader sense. Discussions around care closer to home – maybe not wellbeing per se, but everyone expressed a desire to have to travel less.

7 Well-being goals

- Some activities/work that the Town and Community Councils deliver are more aligned to 1 or more of the 7 Wellbeing goals rather than the 12 specific Steps. For example there are a lot of informal networks and activities that exist in communities that contribute to Well-being that the PSB organisations may be unaware of that would contribute to the goal of ‘Cohesive Communities’

Next Steps

- The PSB to consider if this event should be repeated next year to share progress and new ideas.
- Step Leads to consider the discussions held at the event and how the information can be used to inform any updates to the step delivery plans.

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NEIGHBOURHOOD POLICING

changing how we do things

It's the fundamental and constant part of our whole policing system

Chief Inspector Mark McSweeney

Strategic Lead – Neighbourhood Policing Change Programme



Good neighbourhood policing is at the very core of how we protect the public, prevent crime and meet the challenges of policing today.

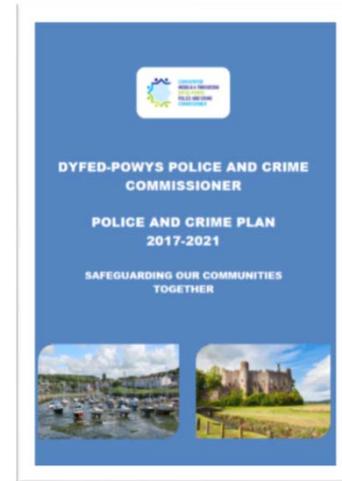
It's the fundamental and constant part of our whole policing system.



Heddlu Police

DYFED-POWYS

Why?



Heddlu Dyfed-Powys Police TOWARDS 2025

Building a service fit for 2025 and beyond means working together, working smarter and striving for continuous improvement.

We will develop a police service that is forward thinking, innovative and engaged - guided by community needs, demand and intelligence.

Mark Collins, Chief Constable

Local Policing	Specialist Capabilities	Workforce	Digital Policing	Business Delivery	Governance & Accountability
<p>Local policing will be reduced to the levels of our communities. Remaining in these activities and our expertise.</p> <ul style="list-style-type: none"> Police Officers and PCSOs will be located in the places where our citizens live so they are needed in the areas that require them. We will also be using our available police resources to engage with our communities to help them solve their needs. We will develop a new approach to community protection, focusing on early intervention from the most appropriate agencies. 	<p>We will build our capacity and expertise to deal with the most complex and demanding incidents, to be able to respond to existing and emerging crime types.</p> <ul style="list-style-type: none"> We will build operational capability with other public services to respond to existing and emerging threats (e.g. terrorism, crime and cybercrime). We will develop a new approach to deal with these threats together. We will adopt a truly integrated approach to specialist services (e.g. forensic, intelligence, training and support) to ensure the best use of our resources. 	<p>We will work to retain and recruit specialist and specialist capabilities, empowered to do their best for the communities we serve.</p> <ul style="list-style-type: none"> We will have a skilled and agile workforce that reflects our communities and look to diversify our skills and capabilities across the organisation. We will develop a new responsive approach to workforce planning and recruitment that is based on operational demand. We will embed the traditional and specialist skills of our officers and staff. 	<p>New technology will make it easier for our communities to report crime and we will work with others, reducing waste and duplication.</p> <ul style="list-style-type: none"> We will invest, improve and integrate our digital systems to ensure we are able to deliver our services in the most efficient and secure way possible. We will explore a new approach to digital services that is based on the needs of our communities. We will work with our partners to ensure we are able to deliver our services in the most efficient and secure way possible. 	<p>We will be able to do this by working in partnership with our partners, sharing information, expertise and resources.</p> <ul style="list-style-type: none"> We will play an active role in our communities and work with our partners to ensure we are able to deliver our services in the most efficient and secure way possible. We will work with our partners to ensure we are able to deliver our services in the most efficient and secure way possible. 	<p>Clear arrangements for accountability and transparency will make us more agile and adaptable in our operations.</p> <ul style="list-style-type: none"> We will be able to do this by working in partnership with our partners, sharing information, expertise and resources. We will work with our partners to ensure we are able to deliver our services in the most efficient and secure way possible.

college.police.uk

Neighbourhood policing guidelines

Supporting material for frontline officers, staff and volunteers

Not in the scope of this project

Cut in PCSOs will not be detrimental to good policing, says force

Public pressure demands South Yorkshire 'rebalances' its neighbourhood team ratios.



Force replaces Neighbourhood Policing Teams

Chief says force is trying to preserve neighbourhood policing and has made difficult decision.



Chief Constable Giles York: 'There have been incredibly challenging times and we have had to make some difficult decisions.'



Heddlu Police

DYFED-POWYS

Neighbourhood Delivery Programme: The Vision

- To have **dedicated specialist** neighbourhood policing teams who identify, understand and **target their activity** to address community priorities, and do this using **evidence based approach**.
- Teams will **actively engage** our communities with a purpose and will be **proficient in problem solving**.
- Teams will focus on **early intervention** and **partnership working** - thereby improving the long term outcome for those who ask us for help and **reducing demand for police and partners**.



We are changing our structure to further improve accountability.



Heddlu Police

DYFED-POWYS

What will our dedicated **specialist problem solving** teams now look like?

NPT SGT

NPT PC X 2

PCSO – Patrol

PCEO – Engagement Officer

PCSO – ASB co-ordinator

PCSO – Crime Prevention TAC

PCSO – CiP /VPC

****PCSO – Vulnerability****



Neighbourhood Tasking Unit

Rural Crime Team

School Community Police Officer

Special Constabulary



We need a consistent approach to how we deliver our policing at a neighbourhood level, albeit, allowing for variances in community need.



Heddlu Police

DYFED-POWYS

What will the change enable us to do more effectively?

- ✓ Engage communities
- ✓ Solve problems
- ✓ Target activity

We can't continue to fire-fight our way through our communities' calls for support.

Page 68





Q&A



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EMPLOYER SUPPORTED POLICING

5

Page 71

Dr Martin Wright
Dyfed Powys Police
ESP Lead

martin.wright.volunteer@dyfed-powys.pnn.police.uk

Why did we develop ESP?

Research showed:

- A desire by Special Constables / Police Support Volunteers to have their employers support them
- The police service wanted to engage with employers
- There was goodwill from employers towards the police

Plus

ESP contributes to increasing the diversity of knowledge and skills within a workforce, offers a rewarding scheme within staff can participate and supports the ethical, social and community aims of many organisations



Definition of ESP

Employer Supported Policing (ESP) is a Home Office sponsored scheme

“It is a partnership benefitting employers, their staff and the police service by releasing Special Constables and Police Support Volunteers to volunteer in the communities they serve”

“Organisations can promote ESP by actively encouraging their staff to volunteer as a Special Constable or Police Support Volunteer”



How can your organisation get involved?

We are asking organisations to consider releasing their staff who are Special Constables and Police Support Volunteers by giving them paid time off to undertake their volunteer police duties and/or training

Page 74

Organisations can promote ESP by actively encouraging their employees to volunteer as a Special Constables or Police Support Volunteers



Supporters of ESP

- There are 204 companies currently recorded as supporting ESP

Page 75

Openreach

Merlin
Entertainment

Tesco

Santander

E2V

Willmott
Dixon

BT

Police Mutual

BBC

Cumbria
Police

IKEA

Vodafone

Worldpay UK

Cambridge
City Council



Which?

Benefits of ESP

For Employers

- Supporting their local community
- Transferable skills
- Enhanced staff development / training
- Improved staff morale / motivation
- Greater staff retention / lower recruitment costs and corporate memory retained
- Crime reduction advice and support
- Enhanced reputation with local community
- Consumer Purchase Preference
- Tax effective giving

For Employees

- Employers giving staff an enhanced working experience
- Continuous Professional Development
- Enhanced skills / training – valuable for career progression
- Individual fulfilment / improved relations with employer
- More flexibility to attend training / police duty
- Employees are being supported to enable them to give back to their community



Benefits of ESP

For Community

- Increased engagement with police
- Increased reassurance due to police visibility
- Increased public confidence
- Connecting businesses / public sector organisations to the community
- Greater resources for tackling crime & disorder leading to reductions in crime

For Police

- Additional police resources
- Improved volunteer retention
- Opportunity to increase recruitment
- Positive engagement with business community / public sector organisations



More Benefits of ESP

- An engaged employee will be more enthusiastic / absorbed in their work (Research: Business in The Community)
- Provides strong platform for leadership and skills development – allows workers to expand skills, build strengths and connect with their community (Research: Volunteering in the Business Report 2010)



More Benefits of ESP

- Volunteering is great for your mental health and has been shown to help with depression

Research :

United Healthcare found that employers who volunteer through their workplace reported a more positive attitude towards their employer as well as colleagues. It also demonstrated the benefit to employers around the improved physical and emotional health of employees who volunteer



Employee volunteering is an effective and powerful way for businesses / public sector organisations to invest in their people and their local communities



What Next?

If you are interested in becoming a partner in ESP all you need to do is:

- Complete the Business Registration Form and return
- Ensure details of the ESP scheme is published in your company / organisational policy

You will then be entered onto the ESP database and issued with a Certificate of Participation

If you wish to promote the ESP roles within your organisation, please just contact me



Thank you

Any Questions?





POWYS PUBLIC SERVICES BOARD

Step	2 – Performance Reporting
PSB lead	Julian Atkins
Reporting period (e.g. “Q2 2019/20”)	Q3 2019/20
Partners/stakeholders involved Interested parties identified during the engagement or who could help deliver?	All PSB members
Scope of the step What needs to be done to deliver the step?	Establish a simple and effective performance management framework to monitor progress in delivering the well-being steps and achieving the vision
Where are we now? Current position, knowledge, information	<p>Quarterly reports to PSB in place, as evidenced by this and previous Reports.</p> <p>Public-facing framework yet to be established</p> <p>Indicators yet to be defined/received for most steps</p> <p>Resourcing improving but needs more</p> <p>Some more clarity has emerged around preferred tools and methodology</p>
Activity to date What has been done already?	<p>Since last report:</p> <p>Meeting with PTHB to review RPB reporting arrangements and North Powys programme reporting</p> <p>Meeting with PCC to review reporting tools and systems</p> <p>Schematic updated</p> <p>Draft assurance framework discussed with PCC PSB team</p>



POWYS PUBLIC SERVICES BOARD

<p>Activity for coming 3 months What do you plan to do?</p>	<p>As Step 2 Lead, I will be attending the PSB scrutiny Meeting on January 14th, 2020</p> <p>Develop example dashboards</p> <p>Chase indicators and data for all other steps</p> <p>Agree proposals on steps 11 & 12 reporting alignment</p>
<p>Barriers Is something/someone getting in the way?</p>	<p>Capacity and resources at all partners including BBNPA are a significant barrier to progress.</p>
<p>Emerging stories Good news stories, something to share, examples of how the PSB is making a difference.</p>	<p>PSB Network facilitated BBNPA involvement in the PAVO AGM where I participated, as CEO, in a discussion panel with the third sector</p>



POWYS PUBLIC SERVICE BOARD

19TH DECEMBER 2019

1. SUMMARY	
1.1	<p>The Brecon Beacons National Park Authority (BBNPA) is the Local Planning Authority for the Brecon Beacons National Park. A replacement Brecon Beacons National Park Local Development Plan is being prepared with a time span of 15-years (2018 – 2033) and a review of the Brecon Beacons National Park Management Plan is being undertaken. Both are key updates impacting the strategic framework across partners in Powys and will be of importance to their planning within the National Park and so are being brought to the attention of the Public Service Board (PSB).</p>
2. DETAILED BACKGROUND AND ASSESSMENT	
2.1	<p>Well-being in Wales: Planning today for a better tomorrow found that that Well-being assessments:</p> <p>“...generally contain few links to other strategies and plans that are essential to improving well-being in the future, including local development plans and plans that are being developed as a result of legislation including the Social Services and Well-being Act and the Environment Act.” (Office of the Future Generations Commissioner, 2017, p. 7); and,</p> <p>“Each local authority has a wealth of thinking, analysis and interpretation from their Local Development Plan, including sustainability appraisals and strategic assessments, which could have informed a better understanding of place specific issues and the challenges for land use for future decades. This is an example of the value of qualitative place based data from within the PSB partnership organisations. Qualitative data from people working in these bodies is incredibly rich, and only in a few cases was it clear that this type of localised knowledge was informing the well-being assessment’s understanding of spatial differences. Better integration between these activities within the PSB will help ensure that well-being plans are better able to support improvements in local well-being for current and future generations. It will also be a clear demonstration of how PSBs are adding value.” (Office of the Future Generations Commissioner, 2017, p. 15).</p> <p>These finding resulted in the Future Generations Commissioner recommending:</p> <p>“PSBs should give consideration to how to link well-being plans to other strategies and plans, including those related to other legislation and the Local Development Plan. This will enable key areas of delivery to be actively factored into the bigger</p>



POWYS PUBLIC SERVICE BOARD

	<p>picture of improving economic, social, environmental and cultural well-being.” (Office of the Future Generations Commissioner, 2017, p. 7).</p>
2.2	<p>Having reviewed its existing Local Development Plan (2007 – 2022) (Brecon Beacons National Park Authority, 2018a), the Brecon Beacons National Park Authority has entered into a Delivery Agreement with the Welsh Government for the preparation of a replacement Local Development Plan (2018 – 2033) (Brecon Beacons National Park Authority, 2018b).</p>
2.3	<p>The BBNPA is also reviewing the existing National Park Management Plan (Brecon Beacons National Park Authority, 2010) & (Brecon Beacons National Park Authority, 2015).</p>
2.4	<p>Between 4th July and 29th August 2019 the National Park Authority consulted upon its preferred strategy for the Local Development Plan (Brecon Beacons National Park Authority, 2019a).</p> <p>Informed by demographic modelling (Litchfields, 2019), housing research (Brecon Beacons National Park Authority, 2019b), employment forecasting (Experian, 2019) and statutory environmental assessments and sustainability appraisal processes (Brecon Beacons National Park Authority, 2019c) (Brecon Beacons National Park Authority, 2019d) <u>the preferred strategy supports population growth within the National Park of approximately 2,500 – 2750 people over the plan period (2018 – 2033).</u></p> <p>Demonstrating how aspirational this is and to offer context:</p> <ul style="list-style-type: none"> • Since 1971 (over 47 years) the population of the National Park has increased by approximately 15% or 4,329 people. • The population of Powys outside the National Park is projected to decrease by 9,694 over the next 25 years¹.
2.5	<p>It was encouraging to receive responses to the preferred strategy consultation from PSB members: Powys County Council, Powys Teaching Health Board and Natural Resources Wales.</p> <p>Having since discussed the way health services are planned with the Assistant Director of Planning of Powys Teaching Health Board (i.e. in the context of the agreed and shared Health and Care Strategy, ‘A Healthy Caring Powys’ (Powys Regional Partnership Board: Health and Social Care, 2018), which is also set in the context of the inter-generational Powys Well-being Plan ‘Towards 2040’ (Powys Public Service</p>

¹ Welsh Government’s 2014-based sub-national principal population projection.



POWYS PUBLIC SERVICE BOARD

	<p>Board, 2018)), it appears the the Health Board and Public Service Board draw on demographic statistics with a simple analysis – which projects one version of the future but doesn’t take into account any action partners might choose to take, such as the positive future for the National Park’s demographic outlined in the National Park Authority’s preferred strategy for the Brecon Beacons National Park Local Development Plan (2018 – 2033).</p> <p>It should be noted that Mid-year population estimates are cited in ‘Towards 2040’ as an indicator of success of ‘Economical (sic) Well-being in Powys’ (<i>Economic Well-being?</i>).</p>																																																																																	
<p>2.6</p>	<p>Before agreeing a deposit (full draft) Local Development Plan, the BBNPA will need to consider its preferred strategy against the 2018-based sub national population projections, which are yet to be released by the Welsh Government.</p> <p>A recent statistical article² regarding the preparation of these projections is important. If sub-national trends in Powys follow the trends of the national projection or indicate an even greater population decline, they will be of great importance not only to the BBNPA’s Local Development Plan, but also to the PSB and its member organisations in service planning (See chart 1 below).</p> <div data-bbox="295 1227 1364 1930" style="border: 1px solid black; padding: 10px;"> <p>Chart 1: Comparison of the sum of the 2017-based subnational population projections for Wales and the 2018-based national population projections</p> <table border="1" style="width: 100%; text-align: center; border-collapse: collapse;"> <thead> <tr> <th>Year</th> <th>2017-based SNPP</th> <th>2018-based NPP</th> </tr> </thead> <tbody> <tr><td>2017</td><td>3,125,000</td><td>3,125,000</td></tr> <tr><td>2018</td><td>3,140,000</td><td>3,140,000</td></tr> <tr><td>2019</td><td>3,150,000</td><td>3,150,000</td></tr> <tr><td>2020</td><td>3,160,000</td><td>3,155,000</td></tr> <tr><td>2021</td><td>3,170,000</td><td>3,158,000</td></tr> <tr><td>2022</td><td>3,180,000</td><td>3,160,000</td></tr> <tr><td>2023</td><td>3,190,000</td><td>3,160,000</td></tr> <tr><td>2024</td><td>3,200,000</td><td>3,160,000</td></tr> <tr><td>2025</td><td>3,210,000</td><td>3,160,000</td></tr> <tr><td>2026</td><td>3,220,000</td><td>3,158,000</td></tr> <tr><td>2027</td><td>3,230,000</td><td>3,155,000</td></tr> <tr><td>2028</td><td>3,240,000</td><td>3,150,000</td></tr> <tr><td>2029</td><td>3,250,000</td><td>3,145,000</td></tr> <tr><td>2030</td><td>3,260,000</td><td>3,140,000</td></tr> <tr><td>2031</td><td>3,265,000</td><td>3,135,000</td></tr> <tr><td>2032</td><td>3,270,000</td><td>3,130,000</td></tr> <tr><td>2033</td><td>3,275,000</td><td>3,125,000</td></tr> <tr><td>2034</td><td>3,280,000</td><td>3,120,000</td></tr> <tr><td>2035</td><td>3,285,000</td><td>3,115,000</td></tr> <tr><td>2036</td><td>3,290,000</td><td>3,110,000</td></tr> <tr><td>2037</td><td>3,295,000</td><td>3,105,000</td></tr> <tr><td>2038</td><td>3,300,000</td><td>3,100,000</td></tr> <tr><td>2039</td><td>3,305,000</td><td>3,095,000</td></tr> <tr><td>2040</td><td>3,310,000</td><td>3,090,000</td></tr> <tr><td>2041</td><td>3,315,000</td><td>3,085,000</td></tr> <tr><td>2042</td><td>3,320,000</td><td>3,080,000</td></tr> </tbody> </table> <p>Note: this chart does not start at zero.</p> </div>	Year	2017-based SNPP	2018-based NPP	2017	3,125,000	3,125,000	2018	3,140,000	3,140,000	2019	3,150,000	3,150,000	2020	3,160,000	3,155,000	2021	3,170,000	3,158,000	2022	3,180,000	3,160,000	2023	3,190,000	3,160,000	2024	3,200,000	3,160,000	2025	3,210,000	3,160,000	2026	3,220,000	3,158,000	2027	3,230,000	3,155,000	2028	3,240,000	3,150,000	2029	3,250,000	3,145,000	2030	3,260,000	3,140,000	2031	3,265,000	3,135,000	2032	3,270,000	3,130,000	2033	3,275,000	3,125,000	2034	3,280,000	3,120,000	2035	3,285,000	3,115,000	2036	3,290,000	3,110,000	2037	3,295,000	3,105,000	2038	3,300,000	3,100,000	2039	3,305,000	3,095,000	2040	3,310,000	3,090,000	2041	3,315,000	3,085,000	2042	3,320,000	3,080,000
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² [Subnational population projections for Wales, 2017-based: update](#)



POWYS PUBLIC SERVICE BOARD

2.7	Retaining and drawing population in excess of the projected levels is heavily influenced, not only by the Local Planning Authority in facilitating housebuilding, but by the perception of the County as an attractive and fulfilling place to live. Successful public services (schools and good access to health and social care) are, in the opinion of the National Park Authority, key to this.
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3. RECOMMENDATIONS

3.1	<p>That the PSB and its member organisations note and align medium to long term service and investment plans within the Brecon Beacons National Park to the National Park Authority's aspirations for a positive demographic future.</p> <p>The National Park Authority seeks such support to realise aspirations for a positive demographic future for the National Park and demonstrate they are deliverable when the LDP (2018 – 2033) is examined in public in 2021.</p>
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POWYS PUBLIC SERVICES BOARD

Step	4 - Work with and influence others to ensure improved digital infrastructure for Powys
PSB lead	PCC
Reporting period (e.g. "Q2 2019/20")	Q2 2019/20
Partners/stakeholders involved Interested parties identified during the engagement or who could help deliver?	Mid Wales Growth Deal All PSB partners Powys Businesses Mobile and broadband providers
Scope of the step What needs to be done to deliver the step?	Integrated plan with Mid Wales Growth Deal to bid for Broadband connectivity funding, shared data resource scoping
Where are we now? Current position, knowledge, information	Draft Powys digital strategy developed for PCC, outline scoping meeting for PTHB
Activity to date What has been done already?	Initial meetings and outline scope with Mid Wales Growth Deal lead Engagement with stakeholders on draft Powys digital strategy
Activity for coming 3 months What do you plan to do?	Mid Wales Growth Deal lead, draft plan for bid to be developed by 31 st December 2019 Outline scope of integrated data to be developed for decision making
Barriers	



POWYS PUBLIC SERVICES BOARD

Is something/someone getting in the way?	None identified
Emerging stories Good news stories, something to share, examples of how the PSB is making a difference.	PCC secured funding of £908564 from WG for digital transformation to implement further development of front end customer interaction through digital and building on Powys information bank

Digital Powys 2019 – 2025

A digital transformation strategy

Foreword

Cllr Graham Breeze

Cabinet Member for Digital Powys

“The way we work and live our lives today is changing rapidly and will continue to do so into the future. Digital technologies are having a big impact on the way we connect with each other, receive information and access a variety of services. From mobile phone applications that help us to see our bank balance at a glance or order goods online, to the growing scope of artificial intelligence to answer basic customer enquiries, the range of digital options presents us with exciting opportunities to deliver for our residents.

Our vision: Digital Powys: embracing new technologies to improve our customers’ experience.

This will see us embark on ambitious projects to ensure residents who are able to access broadband or mobile signals can access information and services 24 hours a day.

We will be working hard to ensure Powys is a place where people can connect, communicate and access the council services they need both quickly and efficiently.

We will be working with our partners to support the more vulnerable in our society to use digital tools and technologies that can help them to be independent, stay safe, keep well and be able to summon help easily.

Equality of access is important and for residents unable to access services via digital technologies the traditional channels will continue to be provided.

We will also work hard with partners to improve connectivity across the county so that both our local communities and our businesses can thrive.”



Introduction

Where are we now?

Powys has been progressing digital transformation over the past few years with changes to the way customers interact with us via the website and investment in systems to support employees to work in ways that are more efficient.

What are we trying to achieve?

It is widely recognised that public services need to radically transform to keep pace with both the digital evolution and to meet growing customer expectations. There is a strong case for transformation in Powys County Council.

Demographic trends, rurality, financial pressures and a need to improve performance in service areas are key drivers for change. With reduced funding and greater demand for services, we need to be innovative in the solutions we design for the future.

Technology can enhance the lives of our residents, including the most vulnerable, and we need to embrace the transformation this can bring. However, the council recognises and will continue to provide traditional channels for those unable to access these technologies.



The Digital Picture for...

..the UK

23%

of the UK population



(12.6 million people)

lack basic digital skills



49% are disabled

60% have no formal qualifications

63% are over 75

Page 96

90%

of jobs nationally **require digital skills** to some degree

..Wales

58%

of adults in Wales access **the internet**



Internet users in Wales spent an average of

21 hours online per week

..Powys

81%

of Powys has superfast broadband coverage
(**lowest in Wales**)



28%



of premises in Powys are **unable to receive 10 mb/s**

(an hour to download a HD quality movie)

Delivering Vision 2025

The strategy supports and helps to deliver the council's **Vision 2025** (our **Corporate Improvement Plan**), which has four key themes –



ECONOMY: developing a vibrant economy



HEALTH AND CARE: leading the way in effective, integrated rural health and care



LEARNING AND SKILLS: strengthening learning and skills



RESIDENTS AND COMMUNITIES: supporting our residents and communities

It also aligns to Step 4 of **Towards 2040 (the Powys Well-being plan)** 'to work with and influence others to ensure improved digital infrastructure for Powys' and contributes to the **Powys Health and Care Strategy Digital First** framework.

The delivery of the strategy will be driven through the Digital Powys Programme. This is one of eight strategic programmes in the Council's Vision 2025 Transformation Programme designed to secure the future sustainability of the council and deliver improved outcomes to our residents. The Digital Powys programme is overseen by our Transformation Delivery Board comprising members of our Cabinet and Executive Management Team.

Our Principles

We have four key guiding principles for the project. These are:



Customer Centred Digital Solutions



Digital First



Safe and Secure



Working with our partners

Digital Powys

Embracing new technologies to improve our customers' experience



Page 98

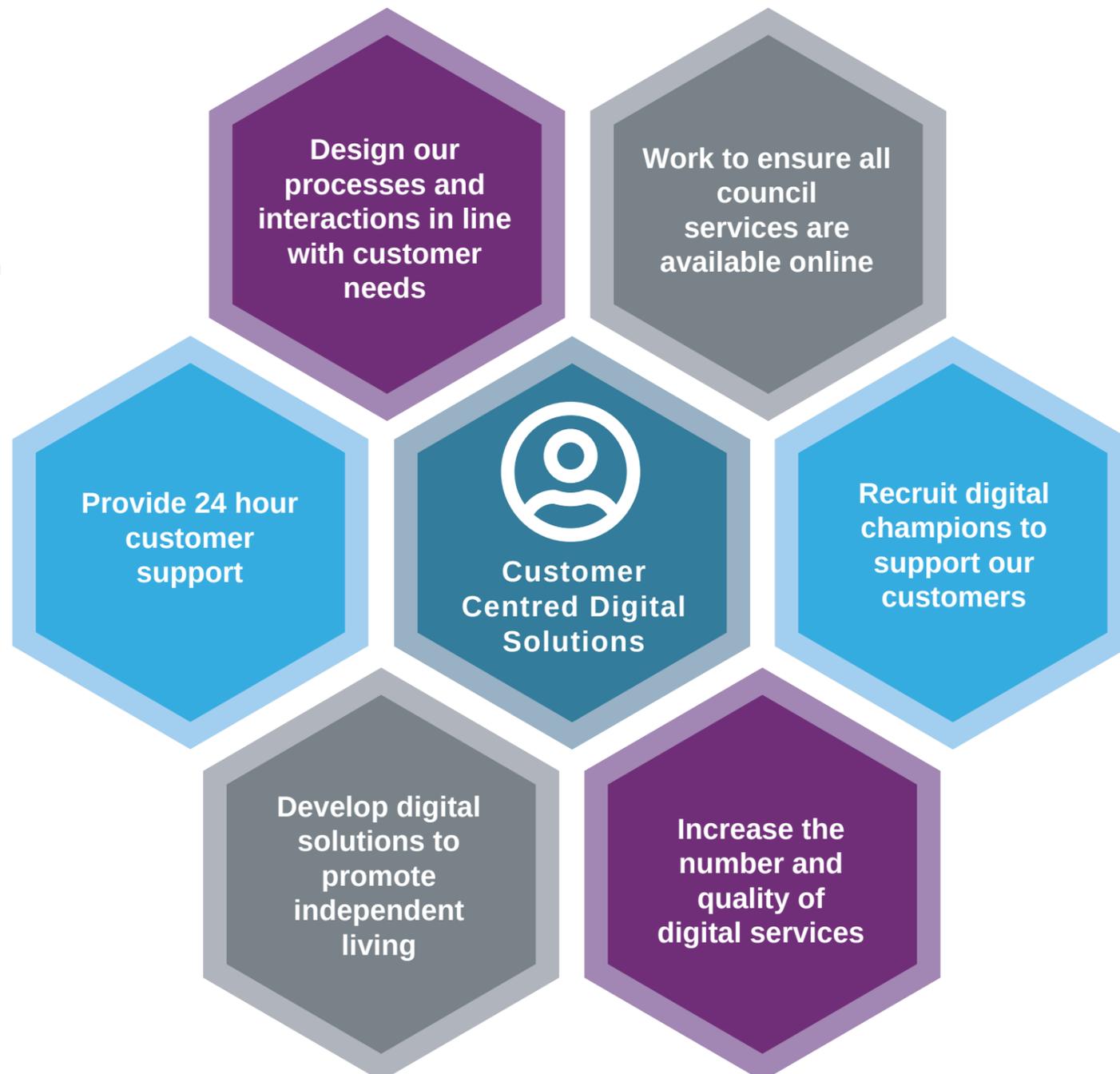
The benefits

- ✓ Customer interaction with the council will become quicker and easier
- ✓ Support will grow for people to live independently in their communities using new online tools
- ✓ There will be better working with partners to safeguard our most vulnerable people
- ✓ Business communities will be supported to thrive in the digital age
- ✓ Services will be joined up through shared information and technology
- ✓ We will focus our limited resources on providing services that improve well-being

Customer Centred Digital Solutions

We want to ensure our processes and interactions are designed around our customers' needs. **We will...**

Page 99



Our Measures of Success

- 👤 The number of adult clients supported in their own home through assistive technology increases from 390 to 780 by March 2020
- 👤 The number of automated processes available to our customers increases from 17 to 93 by March 2022
- 👤 The number of residents with a My Powys Account increases from 28,000 to 50,000 by March 2022

Digital Workforce

We want to develop our capability and capacity, creating leaders that are digitally focussed and growing the digital skills of our workforce to maximise efficiency and effectiveness. **We will...**

Page 100



Our Measures of Success

 The number of staff attaining digital core skills (bronze level) will reach 100% by March 2022

 The percentage of our leaders who are digitally capable and reach the Gold Standard will increase to 100% by March 2022

Information Excellence

We want to use digital capabilities in decision making to enable value-driven choices, working closer with our partners and making our information open and accessible wherever possible. **We will...**

Page 101



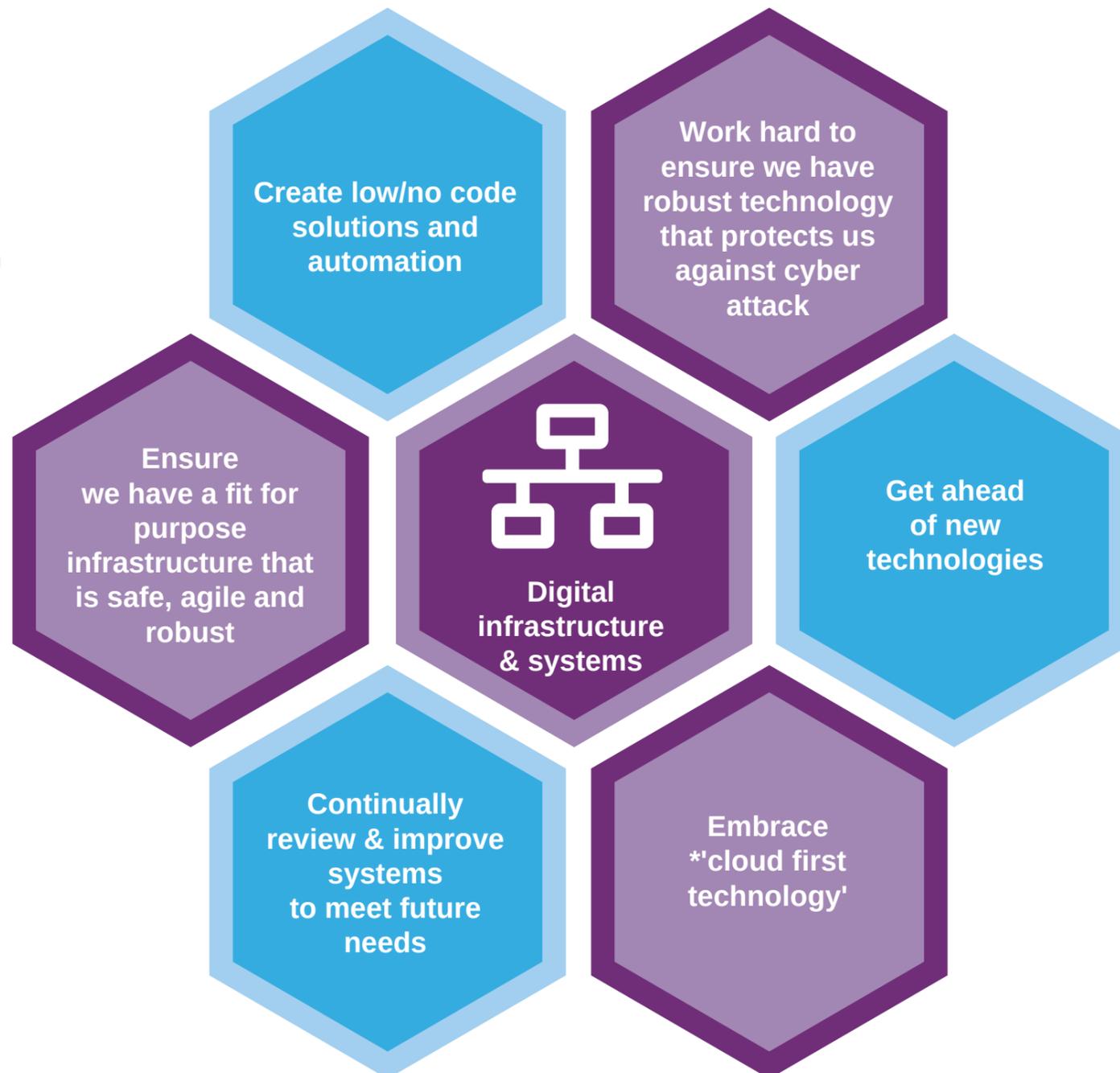
Our Measures of Success

- ① All managers will have access to on-line management information by March 2020
- ① We will improve open access to data regularly sought through Freedom of Information requests by improving our Powys Wellbeing Information Bank from our current 36 dashboards to 72 by March 2021
- ① We will create the capability to share data with our partners where this can improve customer outcomes

Digital infrastructure & systems

We want to provide a fit, robust and safe infrastructure to support digital capability and an agile workplace. **We will...**

Page 102



Our Measures of Success

 The number of ICT processes automated in the help desk service will increase by 25% by March 2022 to improve efficiency and speed up internal interactions

 100% of Powys schools will have the digital infrastructure in place by March 2021 to enable learners, teachers and staff to embrace the digital learning options that improved Wi-Fi, broadband and improved speeds bring

Digital Places

We want to work with stakeholders to create location-specific digital services across Powys to connect and support businesses, communities and individuals. **We will...**

Page 103



Our Measures of Success

-  To increase the number of communities supported through advice and assistance regarding community broadband solutions
-  The number of visitors to midwalesmyway.com website will increase from 15,867 to over 17,500 per year by March 2021
-  To increase the number of technically skilled jobs and economic growth as a result of securing investment funding from the Mid Wales Growth Deal
-  Broadband take-up for fibre to the cabinet (Open Reach telephone exchanges situated on streets and in villages) will improve from 53% to 75% by March 2024

Future aspirations

If we are successful in our plans and projects to **transform Powys as a digitally enabled county by 2025**, these are some of the examples of what life could be like for our residents, service users and staff.

Support network for Mrs Jones

A movement monitoring system in our customer's own home has alerted us that Mrs Jones is not up and about at her normal time today, prompting a call from her case worker.

Mrs Jones is feeling a bit tired and although she does not normally need daily support, as she feels safe with the home monitoring system, today she would like someone to call in.

We contact her strong community network through social media and find someone who can visit straight away. Later in the day, a home care support officer pops round just to double check Mrs Jones is ok.



Future aspirations

Bot to basics

All basic customer change of addresses are dealt with by the Artificial Intelligence bot, who can amend all systems where the customer record is held within minutes. This will free up staff time to support our less digitally enabled customers.

Thriving Powys communities

An enterprise park in Powys is thriving with on-line sales and the local WiFi enabled pavement cafés along with a new housing estate of homes built using sustainable resources, which has in turn attracted entrepreneurs to the county. This Powys community is now a bustling market town with fantastic little shops and eateries that also attract many tourists making the economy thrive. Families are now moving in to previously vacant homes.

Partners in digital sync

Mr Evans has a health condition, which means he regularly has to be admitted to hospital but he no longer worries about this happening. Through the digital exchange he knows that everyone has been informed and the home care will start again on the day he returns. In addition, the community connector has let his neighbours know so they are looking after his cat.



Glossary

Digital champion – someone who is digitally experienced and can help and support others to improve their digital skills set.

Digital academy – a learning centre for improving digital skills and knowledge

Mobile app – a software application developed for use on smart phones or tablets

Dashboard – a connected, focused and interactive set of data on a particular topic which provides evidence based insights and information to inform decision making

Artificial intelligence – the ability of a digital computer or computer-controlled robot to perform tasks commonly associated with intelligent beings

Bots - an autonomous program on a network (especially the internet) which can interact with systems or users

Cloud Services - any service made available to users on demand via the Internet from a cloud computing provider's servers as opposed to being provided from a company's own on-premises servers

Low code or no code – business users who can build functional but generally limited apps without having to write a line of code. (Low-Code) in contrast, centres on professional developers, streamlining and simplifying their work – delivering applications with little or no hand-coding

Predictive analytics - uses many techniques from data mining, statistics, modelling, machine learning, and artificial intelligence to analyse current data to make predictions about future



Evidence to support the strategy

- ✓ Well-being of Future Generations Assessment for Powys
- ✓ Wales Digital First Strategy
- ✓ Society for innovation, technology and modernisation
- ✓ Local Government Strategy Forum
- ✓ Digitalisation for smarter cities
- ✓ A Digital Strategy Survey for Powys County Council

Page 107



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Support for Public Services Boards 2019-20

Progress Report Step 8 Develop a sustainable environment strategy.

Reporting Period –July to December 2019

Description of the target key milestones & activities	Date by when it should be achieved	Progress during reporting period
Establish the current PSB organisational priorities - where they align; and what the overlaps and gaps are with reference to: <ol style="list-style-type: none"> 1. PSB members' organisational strategies 2. WG strategies (i.e. Nature Recovery Plan, Natural Resources Policy SONARR etc.) 3. Emerging Area Statement Themes 	31 March 2020	Good progress with organisations represented on the working group. Need to extend involvement to wider PSB group.
Integrate actions with other PSB groups (particularly climate change/ renewables and outdoor tourism/ recreation)	31 March 2020	Integrated actions agreed with Step 9 & Step 7 Teams
Further develop the emerging themes agreed so far <ol style="list-style-type: none"> 1. Connecting people with nature (recreation, enjoyment, volunteering, education) 2. Reducing society's impact on the environment (reducing unsustainable use, pollution, waste etc) 3. Ecological & climate change resilience (biodiversity, key species, connectivity, pollinators etc) 4. Sustainable Use – (ensuring society and business use the environment and its resources sustainably) 	31 March 2020	Joint Environment Strategy emerging themes agreed by the PSB

Under each of the emerging themes – develop key 10-12 environmental priorities for Powys	30 June 2020	Will commence following completion of action above.
Develop “signal projects” or initiatives in Powys (initially 3-5) from PSB partners and stakeholders to demonstrate good practice. Promote these as case studies to drive positive behaviours and precipitate further projects to run outside of the PSB direct control. Potentially publish and/or make available online	September 2020	Potential case studies currently being identified by partners.
Identify mechanisms to embed and monitor implementation of the strategy beyond December 2020	December 2020	
<p><u>General / Other comments</u> (Please use this section to provide any other comments that you may wish to make, including any challenges that you have faced and / or any outcomes / impacts that you did not anticipate.) The step 8 work was placed on hold during the summer pending review of the membership and to await the Phase 1 draft of the NRW Area Statement. This has resulted in the dates for the first 3 actions being put back from 31/12/19 to 31/3/20. The Area Statement will link closely with the PSB environment strategy and has been developed following extensive stakeholder engagement.</p>		



POWYS PUBLIC SERVICE BOARD

MINUTES

19 September 2019 at 10.00
County Hall, Llandrindod Wells

1.	ATTENDANCE
	<p>In attendance:</p> <ul style="list-style-type: none"> • Councillor Rosemarie Harris (PCC) (In the Chair) • Stuart Bell (Dyfed-Powys Police) • Stuart Bourne (PTHB) • Ian Charlesworth (PAVO) • Martin Cox (NRW) • Melanie Davies (PTHB) • Paul Funnell (BBNPA) • Sophie Godfrey (BBNPA) • Michele Muireasgha (PAVO) • Alison Perry (Office of the Police and Crime Commissioner) • Emma Palmer (PCC) • Amy Richmond-Jones (MWWFRS) • Craig Thomas (MWWFRS) • Caroline Turner (PCC) • Ann Weedy (NRW) <p>Scrutiny:</p> <ul style="list-style-type: none"> • Councillor Ange Williams • Liz Patterson <p>Supporting:</p> <ul style="list-style-type: none"> • Bethan Ledger (PCC) • Ness Young (PCC) for item 8 • Steve Boyd (PCC)
2.	WELCOME AND APOLOGIES
	<p>Apologies for absence were received from County Councillor Elwyn Williams and Assistant Chief Fire Officer Iwan Cray (MWWFRS), Vivienne Harpwood and Carol Shillabeer (PTHB), Nigel Brinn (PCC), Carl Cooper (PAVO), Ifan Charles (Dyfed Powys Police) and Julian Atkins (BBNPA).</p>



POWYS PUBLIC SERVICE BOARD

3.	ANNUAL REPORT
	<p>The annual report was made up of 8 videos covering the 12 steps. The Chair thanked colleagues for their input and asked them to promote the annual report through their own communications teams. It would be promoted at the event with Town and Community Councils being held later that afternoon. It was confirmed that the report had been submitted to the Office of the Future Generations Commissioner, Wales Audit Office and Welsh Government.</p>
4.	DELIVERING TOWARDS 2040
	<p>Step 1</p> <p>The Chair of the PSB was confirmed as the lead for Step 1.</p> <p>Step 2</p> <p>Paul Funnell gave an update. Stuart Bourne offered to discuss with him aligning the performance reporting of the RPB and PSB so they met the requirements of Steps 11 and 12.</p> <p>PSB noted the operating principles agreed by the group and discussed the need to build the well-being assessment into the performance framework as a data source.</p> <p>If the PSB accepted the performance management framework Step leads would need to consider performance indicators for their Steps and bring them back to PSB for consideration. Emma Palmer advised that the PSB Well-Being Planning and Delivery Group would have a key role in this.</p> <p>Action: Emma Palmer to confirm a date when the well-being info bank would be published and circulate it to the PSB.</p> <p>Step 3</p> <p>Craig Thomas provided an update and advised that the Step was still at the information gathering stage. Colleagues made a number of suggestions of useful contacts: PAVO's community transport scheme, John Forsey PCC's Transport Manager and Claire Germain Welsh Government Deputy Director of the Local Government Transformation and Partnerships Division.</p> <p>There was a discussion on the need for data sharing and a suggestion for the need to involve partners data protection officers in the absence of a Wales wide accord on data sharing.</p> <p>Craig Thomas noted that the Road Safety Partnership had protocols for sharing data and he asked for the PSB's backing to re-energise the group.</p>



POWYS PUBLIC SERVICE BOARD

	<p>Step 5</p> <p>Stuart Bourne set out a number of options for taking forward Step 5. He noted that there were two projects being overseen by the RPB that had links to community resilience: the Powys Social Value Forum and the North Powys Wellbeing Programme and that there might be an opportunity to subsume some or all of the aspirations of Step 5 within these programmes subject the RPG agreement. There were also the Mid Wales Growth Deal, and PCC’s Brecon Joint Services Hub project and the Tri Town Initiative. It was agreed to discuss how these projects could be brought together in Step 5 outside of the meeting.</p> <p>The Board agreed to proceed with Option 4 in the paper: “Seek to re-align Step 5 with similar partnership activity.”</p>
5.	BUILDING A HEALTHIER WALES
	<p>Stuart Bourne gave an update on Building a Healthier Wales, a Welsh Government initiative to orchestrate coordinated action on five collective priorities for well-being in Wales. The five priorities are: wider determinants, early years, healthy behaviours, clinical risk factors, and transformational change.</p> <p>There was an emphasis in the initiative on working with regional partnerships to deliver and it was expected that there would be a series of regional events to promote it. The PSB would need to consider how the 5 priorities aligned with the Well-Being Plan. EP suggested that the Well-Being Planning and Delivery Group be tasked with doing this and report back to the next PSB meeting. It was also suggested that the group look at opportunities for aligning the PSB and RPB.</p>
6.	POWYS PSB WELL-BEING PLANNING AND DELIVERY GROUP TERMS OF REFERENCE
	<p>The PSB agreed that all of the member bodies should be represented on the Well-Being Planning and Delivery Group</p> <p>It was agreed that the Well-Being Planning and Delivery Group should be represented on the schematic produced by Paul Funnell.</p> <p>Subject to the above the PSB Well-Being Planning Group Terms of Reference were agreed.</p>



POWYS PUBLIC SERVICE BOARD

7.	ONE VOICE WALES REPRESENTATION
	It was agreed to raise the request from the Maldwyn Area Committee of One Voice Wales for representation the PSB at the afternoon meeting with Town and Community Councils.
8.	PCC BUDGET UPDATE
	Ness Young gave a presentation on the Council's budget position. Details of the rural cost analysis produced by the Council were circulated.
9.	MINUTES
	The minutes of the last meeting held on 6 th June 2019 were agreed as a correct record.
10.	DATES OF FUTURE PSB MEETINGS
	19 th December – Llandrindod Fire Station

**County Councillor Rosemarie Harris
Chair**



Gwasanaeth Tân ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

Draft Corporate Plan

2020-2025



“
**OVER THE
LAST FIVE YEARS**
”

WE HAVE ATTENDED


2951
HOUSE FIRES


1073
NON-DOMESTIC FIRES


4118
GRASS & FORESTRY FIRES


4919
RTC'S


1694
FLOODING
INCIDENTS


12566
MEDICAL
RESPONSES

WE HAVE

DELIVERED
102,000
HOME SAFETY CHECKS
TO OUR COMMUNITIES

UNDERTAKEN
7783
BUSINESS FIRE
SAFETY AUDITS

ENGAGED WITH
187,654
YOUNG PEOPLE
through education and
prevention programmes

WE ATTEND APPROXIMATELY **13516** INCIDENTS EVERY YEAR


We Cover
12000
SQUARE KILOMETERS


58
FIRE STATIONS

1300
STAFF 

“
**ALL OF THIS
COSTS YOU JUST**
”



Mid and West Wales Fire and Rescue Service Executive Board

The Executive Board is the Service's Senior Management Team, led by the Chief Fire Officer, supported by the Deputy Chief Fire Officer and two Assistant Chief Officers.



Chris Davies *QFSM MBA*
Chief Fire Officer
Head of Paid Service



Roger Thomas
Deputy Chief Fire Officer
Director of Service Delivery



Iwan Cray
Assistant Chief Fire Officer
*Director of Operational
Support and Improvement*



Kevin Jones
Assistant Chief Officer
Director of Resources

Mid and West Wales Fire Authority

The Mid and West Wales Fire Authority comprises of elected Councillors that are appointed by the six constituent Local Authority areas.



**Councillor
Jan Curtice**
*Chair of the
Fire Authority*



**Councillor
Elwyn Williams**
*Deputy Chair of the
Fire Authority*

Introduction	6
Mid and West Wales Fire and Rescue Service	8
Mid and West Wales Fire and Rescue Authority	9
Vision, Mission & Values	10
Our Plans	12
Well being Statement	14
Long - term	15
Prevention	16
Integration	16
Collaboration	17
Involvement	17
Our Draft Strategic Aims (2020-2025) and Improvement and well being Objectives (2020-2021)	18
Our Performance	20
Developing our Draft Corporate Plan (2020-2025)	21
Our Strategic Aims	22
Our People	24
Our Communities	30
Our Environment	36
Our Future	42
Find out more	48

Introduction



We are delighted to introduce our Draft Corporate Plan 2020-2025. Our Draft Corporate Plan sets out our vision for the future, which is “to be a World Leader in Emergency Response and Community Safety”. We are confident that our Draft Strategic Aims (2020-2025) and Draft Improvement and Well-being Objectives (2020/2021), will enable us to deliver our statutory duties and furthermore, contribute to the requirements of the Well-being of Future Generations (Wales) Act 2015.

Despite budgetary constraints, we have continued to maintain a level of service which has ensured the communities of mid and west Wales remain safe places to live, work and visit.

Over the last five years (01/04/2014 to 31/03/2019), we have attended 2,951 house fires, a 2.0% decrease on the previous five years. During the same period, our attendance at Road Traffic Collisions has decreased by 5.0%, from 5,189 to 4,919. Our attendance at flooding incidents has decreased 3.0%, from 1,748 to 1,694.

Whilst our attendance at traditional fire service incidents is decreasing as a result of our preventative work in the community, we have continued to expand our prevention and operational response activities. Indeed, we have undertaken 93,064 Home Fire Safety Checks and engaged with 187,654 children and young people through our education programmes over the last five years. Our firefighters have also responded to 12,566 medical response incidents in the last five years, which is a 2.0% decrease on the previous five years.

Our Vision is:-

**To be a World Leader in
Emergency Response and
Community Safety**

We have achieved all this despite making savings of £9 million, which is approximately 20% of our overall budget (since 2006), without affecting service delivery. However, there is no avoiding the fact that the financial climate we are currently operating in will continue to place additional pressures on the levels of service we provide, as we stretch our resources even further. We will therefore continue to play our part in future budget reductions, by having an ongoing, open discussion with staff and the public, around how we can continue to make improvements and future efficiencies.

We are committed to adapting to these challenges in a positive way and our Draft Corporate Plan 2020-2025 sets out our Draft Strategic Aims for the next five years and our Draft Improvement and Well-being Objectives for 2020/2021. We believe that collaborative working will assist us and our partners in successfully delivering shared outcomes; enabling us to improve the way we work; share our people and financial resources; and ultimately save more lives. We are also committed to finding innovative solutions to improve the way we work to improve firefighter safety, reduce our impact on the environment and ultimately contribute to the wellbeing of our communities.

We recognise that listening to your views is crucial, if we are to continue to deliver an effective, efficient and improved service to keep you and your families safe. We would encourage you all to let us know what you think of our Draft Strategic Aims and Draft Improvement and Well-being Objectives outlined within our Corporate Plan 2020-2025.



Mid and West Wales Fire and Rescue Service

The Service was created in 1996 by the Local Government (Wales) Act 1994, following the merger of Dyfed, Powys and West Glamorgan Fire Brigades.

The Service makes up almost two-thirds of Wales, covering a predominantly rural area of:

COVERING
4500
SQUARE MILES

COMPRISING

58
FIRE STATIONS

EMPLOYING
1300
STAFF

It is the third largest in the United Kingdom, behind the Scottish and Northern Ireland Fire Services.

There are a variety of risks found within the Service area, ranging from the petrochemical industries in Milford Haven, to the risks associated with heavily populated areas such as Swansea and Neath Port Talbot. There is also a large farming community and many other light industries throughout the area.

These, together with an extensive coastline and inland waterways, form some of the specialised risks found within the Service.



Mid and West Wales Fire and Rescue Authority

Mid and West Wales Fire and Rescue Authority is made up of 25 elected members who represent the six Local Authorities within the mid and west Wales area.



They are publicly accountable and have a statutory responsibility to maintain a Fire and Rescue Service for our communities, in accordance with the following legislation and regulations:

- Local Government (Wales) Act 1994.
- Mid and West Wales (Combination Scheme) Order 1995.
- Fire and Rescue Services Act 2004.
- Regulatory Reform (Fire Safety) Order 2005.
- Combined Fire and Rescue Services Scheme (Variation) (Wales) Order 2009.
- Local Government (Wales) Measure 2009.
- Fire and Rescue Services National Framework 2016.
- Well-being of Future Generations (Wales) Act 2015.

You can find out more about the Service, the Fire Authority and the responsibilities of our Executive Board by visiting our website: www.mawwfire.gov.uk



Our Vision:
**To be a World Leader in
Emergency Response and
Community Safety**

Our Mission:
**To Engage, Connect,
Develop and Inspire people
to deliver an excellent
Service**

- Our Values:
- **Do the Right Thing**
 - **Treat People with Respect**
 - **Perform with Excellence**



**We will achieve our
Vision, Mission and Values by
working towards our four Strategic Aims
and Improvement and Well-being
Objectives in 2020-2021**



Our Plans

To read our Plans, please visit our website: www.mawwfire.gov.uk

Corporate Plan

Our Corporate Plan sets out our vision for the future, and how this will be achieved through our Strategic Aims and Improvement and Well-being Objectives.

Annual Performance Assessments

By the end of October each year, we publish our Annual Performance Assessment. Our Annual Performance Assessment tells our staff, communities and stakeholders what outcomes and benefits have been delivered against the previous year's Improvement and Well-being Objectives.

Our Annual Performance Assessment also identifies how we have contributed to the Well-being goals, set out within the Well-being of Future Generations (Wales) Act 2015.

Sustainability and Environment Plan

Mid and West Wales Fire and Rescue Service is committed to embracing Sustainability in the delivery of Service excellence. We aim to do this by reducing energy consumption, working towards zero waste to landfill and reducing our Service Wide Carbon Footprint year on year.

Our Sustainability and Environmental Strategy sets out the main principles, proposals and required actions, to reduce the environmental impacts of the Service's activities and operations.



Strategic Equality Plan

Our Strategic Equality Plan conveys the continued commitment of the Authority and the Chief Fire Officer to promote equality of opportunity across all Mid and West Wales Fire and Rescue Service's functions, policies, practices and procedures and sets out how the Service will seek to fulfil this commitment. We are working towards an environment that gives everyone an equal chance to work, learn and live, free from discrimination and prejudice.

<http://www.mawwfire.gov.uk/English/About/How-We-Do-It/Pages/Equality-and-Diversity.aspx>

Welsh Language

As a Service, we are governed by legislation regarding the use of the Welsh Language and must comply with a set of national Welsh Language Standards. We are committed to actively promoting the Welsh language and ensure that it is not treated less favorably than English. The Welsh Language Commissioner issued a Compliance Notice which sets out the Standards which apply to Mid and West Wales Fire and Rescue Authority, along with any exemptions and their implementation dates.

In response to the Compliance Notice, the Authority published a document noting how it intends to comply at a corporate level with the Standards and what its internal processes are for oversight and monitoring implementation, both of these documents are available on our external website.

<http://www.mawwfire.gov.uk/English/About/How-We-Do-It/Pages/Welsh-Language-Standards.aspx>



Well-being Statement

Well-being of Future
Generations (Wales)
Act 2015



We are committed to the Well-being of Future Generations (Wales) Act 2015, and we have embraced our duties and our role as a statutory partner across our six Public Services Boards (PSBs).

We understand the purpose and aim of the Act and are committed to ensuring we consider the long term impact of our decisions on the communities we serve.

Our Draft Corporate Plan 2020-2025 outlines our Draft five year Strategic Aims and our Draft Improvement and Well-being Objectives for 2020/2021.

We have ensured that our Draft Improvement and Well-being Objectives have been developed in accordance with the sustainable development principle and incorporate the five ways of working.

Our Draft Improvement and Well-being Objectives have been developed through a series of workshops with our staff, Elected Members and Representative Bodies.

As a result of this consultation process, we are confident that our Draft Improvement and Well-being Objectives for 2020/2021 contribute to the requirements of the Act.

Throughout this Plan, we highlight how our Draft Improvement and Well-being Objectives contribute to the seven Well-being Goals, demonstrating how each one helps us improve the economic, social, environmental and cultural well-being of Wales.

We will therefore ensure that when making decisions we take into account the impact the decisions could have on the people living their lives in Wales both now and in the future.

We will also remember to give due consideration to the rich diversity of people within mid and west Wales and continue to work collaboratively with others to help the Authority achieve its Draft Strategic Aims and Draft Improvement and Wellbeing Objectives, and conversely, to help others to achieve theirs.



Sustainable Development Principle



Long-term

The importance of balancing short term needs with the needs to safeguard the ability to also meet long term needs.

What are we doing to meet these principles.

We will continue to look at long term trends and undertake analysis of our actions to ensure that the services we provide are proactive rather than reactive, therefore better meeting the needs of our communities and stakeholders by making our communities as safe as possible, and not compromising the needs of our future generations.

We have embedded long term thinking within our business practices and we will continue to adopt a horizon scanning approach as part of our planning processes. When setting our Draft Strategic Aims (2020-2025) and Draft Improvement and Well-being Objectives (2020/2021), we have ensured that we remain sighted and monitor future trends and long term challenges, that will have an adverse impact on the services we provide.

We will continue to adapt and diversify our activities to better meet the needs of our communities, as well as improve the way we meet the needs of the people that work, live and visit our communities in order to make them safer.



Prevention

Preventing problems occurring or getting worse.

What are we doing to meet these principles.

Prevention, protection and early intervention remain a priority for us, and we are committed to making the communities we serve as safe as possible, by continually reviewing and adapting our intervention services.

We will continue to take a proactive, integrated and collaborative approach to the services we provide, by working closely with new and existing partner organisations to deliver tailored safety messages, maximising the positive impact in our communities.

Our focus for prevention is centred around preventing problems from occurring or worsening by ensuring early intervention is undertaken and that our communities are as informed as possible.



Integration

Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their objectives, or on the objectives of other public bodies.

What are we doing to meet these principles.

We have taken an integrated approach when developing our Draft Improvement and Well-being Objectives (2020/2021), as we believe that working in a more integrated way will enable us to solve problems more effectively and efficiently.

By undertaking a joint approach to maximise opportunities and working collaboratively with our partners and stakeholders, we will reduce the duplication of effort across public sector organisations and furthermore share resources, learning and knowledge for the benefit of our communities and future generations.



Collaboration

Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

What are we doing to meet these principles.

Working collaboratively with our partners is of key importance to us as a Fire and Rescue Service. We work collaboratively with North Wales Fire and Rescue Service and South Wales Fire and Rescue Service in a number of ways and have adapted an “all Wales” approach in several areas.

This collaborative approach has also identified the most cost effective and efficient delivery methods across the three Fire and Rescue Services on several subject matters. We understand that working closely with our partners, maximises the impact of our safety messages on our communities and delivers safety messages with a joint approach.

We will therefore continue to build on existing relationships and look for new opportunities to develop new and existing partnerships to make the most effective use of our assets.



Involvement

The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.

What are we doing to meet these principles.

We have consulted widely with our stakeholders, partner organisations and the public. We will fully engage with local communities through events and consultations, encouraging them to get involved in the decisions that affect them, which encourages a two way dialogue and also ensures that they have their say on how we deliver our Improvement and Well-being Objectives.

Encouraging public participation and involvement in decision making is extremely important to us.

Our Draft Strategic Aims (2020-2025) and Draft Improvement and Well-being Objectives (2020/2021) will help to achieve the seven Well-being goals in a number of ways.

Our contribution towards achieving a Prosperous Wales will include providing a greater level of information and support from each of our contacts when we visit people in our communities to keep people safer in their homes. We will also contribute to achieving a Prosperous Wales by managing our assets in better, more cost effective and efficient ways; building on existing relationships and looking for new opportunities to maximise the benefit for the community and enhance our contribution to the local economy and reduce costs to society.

Contributions towards a Resilient Wales will be achieved through the consideration of new technology and innovation within our Service. We will also better understand our impact on the environment in order for reductions in our carbon footprint to be achieved, whilst continuing to maintain a high standard of service delivery.

A healthier Wales will be achieved through an increase in connectivity and digitisation, which will assist the Service in delivering both our emergency and community safety services to our communities; ensuring that we can provide advice and deliver our intervention programmes to assist individuals to improve their lifestyle.

Our contribution towards a Wales of Cohesive Communities will be accomplished by improving our digitised solutions and advancing information and communication technologies, by contributing to the progression of connectivity and our delivery of services to the public.

In order to assist with creating a More Equal Wales, we will prioritise our interventions at those individuals who are most vulnerable in order to improve their circumstances and to provide them with advice to enable them to improve their lifestyle.

Our contribution to a Wales of Vibrant Culture and thriving Welsh Language is to continue to encourage and promote the use of the Welsh Language within our service area.

Where possible, we will promote access to our services through the utilisation of the Welsh language, to ensure that our stakeholders are able to communicate with us in their preferred language.

“ We have also ensured that the actions for the Objectives have been developed in accordance with the sustainable development principle. ”

We will also continue to encourage our employees to speak their preferred language in the workplace and provide opportunities to employees who wish to learn Welsh.

We will influence the achievement of a Globally Responsible Wales by continuing to make significant changes to reduce the amount of paper used in our activities by encouraging the submission of all electronic correspondence and documentation.

As specified within the Act, Public Services Boards must utilise the sustainable development principle to maximise contribution to the achievement of the seven national well-being goals by addressing the specific well-being needs of the area. We have embraced this principle and are fully committed to undertaking our responsibilities as a statutory partner. We have subsequently implemented the ethos of ensuring that the needs of the present are met without compromising the ability of future generations in our business practices.

The significance of the Objectives contained within each of the six Public Service Board's Well-being Plans, is reflected in our own Draft Improvement and Well-being Objectives, which ensure that working with our partners to deliver better outcomes for our communities remains a priority.

Not only have we considered the Well-being of Future Generations (Wales) Act 2015 in the formation of this plan, we have also embedded a number of new ways of working within the day to day running of the organisation. The Golden Thread of the Service is greatly influenced by the Well-being of Future Generations (Wales) Act 2015. From our individual development plans and departmental strategies, through to our Draft Corporate Plan 2020-2025, the ethos of the Act is at the forefront of our minds.

Whether its forming new partnerships; adopting a horizon scanning approach as part of our future planning processes; or embedding the Well-being of Future Generations (Wales) Act 2015 project framework within the delivery of our own corporate projects, we will ensure that the needs of the present will be met, without compromising our future generations.

Our Performance

Over the past decade, through Improvement Planning and Risk Reduction, we have seen a significant reduction in the number of incidents we attend and better outcomes for those affected and the communities within which they occur.

The table shows the percentage reduction in the number of incidents, injuries and deaths over the last 10 years which provides a clear picture of success.

	2018/19 Actuals	Average 2009/10 to 2013/14	Average 2014/16 to 2018/19	Average Percentage reduction 2009/10 to 2018/19	2022/2023 Target
ALL FIRES FRS/RRC/S/001 (i)	3734	4473	3384	-25.2%	-20%
ALL FALSE ALARMS FRS/RRC/S/001 (ii)	4886	4814	4755	-1.2%	-10%
ALL ROAD TRAFFIC COLLISIONS FRS/RRC/S/001 (iii)	870	1118	987	-11.6%	-10%
ALL OTHER CALLS FRS/RRC/S/001 (iv)	3967	3384	4559	34.7%	No Target Set
DEATHS AND HOSITALISED INJURIES FROM ALL FIRES. FRS/RRC/S/002 (i)	61	69	66	-4.4%	-10%
DEATHS AND HOSPITALISED FROM ALL ACCIDENTAL FIRES. FRS/RRC/S/002 (ii)	51	62	58	-6.2%	-10%
THE PERCENTAGE OF DWELLING FIRES WHICH WERE CONTAINED IN THE ROOM OF ORIGIN. FRS/EFR/S/003	88.6%	87.2%	87.0%	-0.2%	Maintain target of 87% if possible

Developing our Draft Corporate Plan 2020-2025

This Plan outlines our Draft five year Strategic Aims (2020-2025) and our Draft Improvement and Well-being Objectives for 2021-2022.

In developing our Draft Corporate Plan for 2020-2025 we have considered:

- The improvements we have made in delivering previous Corporate Plans.
- What our communities are telling us.
- What our staff are telling us.
- The resources available to us.
- The views of our partners and the importance of working collaboratively.
- The requirements of the Well-being of Future Generations (Wales) Act 2015.

Our other legislative requirements, including:

1. Local Government (Wales) Measure 2009.
2. Fire and Rescue Service National Framework 2016.
3. National Issues Committee.
4. National Resilience.
5. All Wales Equality and Diversity.
6. Welsh Language Standards.

Our Strategic Aims



Our Draft Strategic Aims (2020-2025) set our direction of travel for the next five years.

Our Service plays a vital role in the community and our aims have been developed in consultation with staff, trade union representatives, senior officers and members of our Authority, and take into consideration the requirements of the Well-being and Future Generations (Wales) Act 2015.

Our Draft Strategic Aims for 2020-2025 ensure we will continue to deliver the best possible services to our communities. The four Draft Strategic Aims, as outlined, detail our commitment to delivering against challenging targets within an ever changing societal, political and financial environment.

		Strategic Aims			
		ONE	TWO	THREE	FOUR
Well-being of Future Generations (Wales) Act 2015					
<input checked="" type="checkbox"/>	A Prosperous Wales	✓	✓	✓	✓
<input checked="" type="checkbox"/>	A Resilient Wales	✓	✓	✓	✓
<input checked="" type="checkbox"/>	A Healthier Wales	✓	✓	✓	
<input checked="" type="checkbox"/>	A more Equal Wales	✓			✓
<input checked="" type="checkbox"/>	A Wales of Cohesive Communities	✓	✓	✓	✓
<input checked="" type="checkbox"/>	A Wales of Vibrant Culture and Thriving Welsh Language				
<input checked="" type="checkbox"/>	A Globally Responsible Wales		✓	✓	✓



Strategic Aim 1: **OUR PEOPLE**



We will ensure our staff have the knowledge and skills they need to safely deliver and develop our services. We will ensure they have the right capabilities for the future and are representative of the communities they serve.



Strategic Aim 2: **OUR COMMUNITIES**



We will improve the safety and well-being of our communities through holistic interventions and partner engagement.



Strategic Aim 3: **OUR ENVIRONMENT**



We continually aim to improve our working practices and activities with consideration to our short and long term environmental impact.

We will continue to strive to reduce our carbon footprint and continue with our research into green sustainable renewable technology for our fleet and buildings, while looking for collaboration opportunities to improve our impact on the environment.



Strategic Aim 4: **OUR FUTURE**



We will identify innovative ways of enhancing and improving our business processes and the delivery of our services to our communities.

Our Improvement and Well-being Objectives

Each year, as part of our planning process, we develop Improvement and Well-being Objectives, designed to help us deliver against our Strategic Aims. Our Objectives tell our staff, communities and stakeholders what benefits will be delivered to them over the coming year.



Strategic Aim 1: **OUR PEOPLE**

We will ensure our staff have the knowledge and skills they need to safely deliver and develop our services. We will ensure they have the right capabilities for the future and are representative of the communities they serve.

Where are we now?

Equality and Diversity lies at the heart of our Service culture and underpinning everything we do is our belief in our people. Through the work of the Human Resources, People Development and Training Delivery departments, the Service aims to recruit, develop and retain a highly skilled, motivated and bilingual workforce that represents and champions the diversity of the communities we serve.

Providing our employees with a healthy and safe workplace is essential for effective performance. The Service supports all employees in maintaining their fitness to meet both the physiological and psychological demands of the role, supporting employees with their overall health and well-being through a range of advice, guidance and awareness initiatives.

We have adopted and are part of the National Framework for the prevention of 'Violence against Women, Domestic Abuse and Sexual Violence.' We have also implemented the 'MIND Blue-light' programme to support mental health and well-being in the workplace, providing early intervention and support for those who may find themselves experiencing challenges.

Where do we want to be?

We recognise that against a backdrop of ongoing financial pressure for all public sector authorities, our role continues to evolve. Innovative thinking and new ways of working will ensure that our workforce is equipped with the necessary tools and skills they will need to continue to provide a service that safeguards individuals and reduces risk within the communities we serve.

Continuous improvement is only possible by employing the right people. We want to have employees who are representative of the communities they serve and who are trained to the highest standards in all aspects of the role they are required to undertake today and in the future.

We want to make a positive difference in what we do and how we do it in order to maximise our impact by ensuring that the way we operate gives our employees the freedom to make valuable contribution to the successful delivery of the Service.

How we will achieve our Strategic Aim?

During 2020-2021 we will:

Improve the Diversity of our Workforce to be more representative of the communities we serve.

We will achieve this by:

- Proactively tackling underrepresentation and exclusion within the Service.
- Ensuring that our staff take account of equality considerations in the development of all aspects of the Service, including new initiatives, projects, and policy and procedural developments.
- Continuing to ensure that the structure of the organisation reflects the needs of our Service and communities, by creating flexible working practices to support a healthy lifestyle and work life balance.
- Engaging with communities, stakeholders and partners on the divergent roles available in the Fire Service.

Inspire Co-production – the involvement of all.

We will achieve this by:

- Ensuring that all staff are valued, empowered and recognise that everyone has something to contribute.
- Ensuring that all employees contribute to the successful delivery of the Service, ensuring that they are trained to the highest standards and able to maintain their competence through continued professional development.
- Recognising that staff have valuable contributions to make and encourage them to get involved in the design and delivery of the services we provide.

What will this mean and why this is important to you.

Effective workforce planning, together with smarter working practices and the continued streamlining of administration processes, will improve efficiency within the Service.

Our approach will identify and maximise the potential of our workforce through effective people management and development, maintaining a high performing culture, whilst making the most effective use of public funds.





Strategic Aim 1: **OUR PEOPLE**

Sustainable Development Principle
Five Ways of Working.



Long Term

The importance of balancing short term needs with the need to safeguard the ability to also meet long term needs.

How does this Strategic Aim contribute to the Five Ways of Working?

Encouraging people to realise what they can do, not what they can't and involving them in decision making as an equal partner, will provide opportunities to continually improve the service we deliver.

Allowing staff to understand what matters to people, their strengths and the strengths of wider communities, delivering innovative solutions across organisational boundaries.



Prevention

How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

How does this Strategic Aim contribute to the Five Ways of Working?

Effective workforce planning will ensure that we have the right people recruited and trained, working in the right locations to provide only the highest standards of service to our communities. It will also ensure that our recruitment, development and working practices evolve to meet the communities' changing need.



Integration

Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.

How does this Strategic Aim contribute to the Five Ways of Working?

Our People strategy will ensure that we not only have the right people with the right knowledge, skillsets and competencies to undertake their roles within the Service, but that they also understand our position as a statutory member of Public Service Boards and our wider contribution to the well-being of our communities, to which they will be equipped to contribute.



Collaboration

Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

How does this Strategic Aim contribute to the Five Ways of Working?

Internal collaboration between functions and response areas along with external collaboration with partner agencies, will ensure our people have opportunities to progress and develop within their careers, making them more effective at delivering services aligned to the needs of our communities.

It will also enable the sharing of good practice across organisations and sectors to ensure only the best people practices are implemented.



Involvement

The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.

How does this Strategic Aim contribute to the Five Ways of Working?

Engaging with the workforce, our partners and other agencies about skills and competencies required to better serve our communities, is integral to our training and development departments. It also forms part of our people strategy to ensure our skills evolve to meet current and future requirements of the Service.



Strategic Aim 1: **OUR PEOPLE**

Summary of how the Strategic Aim enables the Service to meet the Well-being Goals

A Prosperous Wales

An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

The Service will continue to embrace the principle of developing new and existing employees through a variety of apprenticeship and development programmes.

This will ensure that they receive the very best of learning and development opportunities, much of which will be transferable to other places of work and the communities our staff live within.

A Healthier Wales

A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

The Service continues to commit to providing the necessary education, support and advice to all employees, in order to ensure that they not only attain the necessary fitness levels as part of the operational role requirements, but also achieve a more balanced lifestyle in terms of their general health and well-being.

A Resilient Wales

A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).

Continuing to maintain a low risk critical skills gap will ensure that operational staff are training not only in accordance with National Guidance and Health and Safety Legislation but are competent and efficient at carrying out their response roles.

This in turn will allow personnel to provide a safe and effective response to the public in times of need and provide the opportunity for citizens and communities to recover more effectively.

A more Equal Wales

A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).

Improved internal communication and continuous course evaluation will identify opportunities for more holistic development of our people to help them reach their full potential, regardless of their background or circumstances.

A Wales of Cohesive Communities

Attractive, viable, safe and well-connected communities.

Ensuring holistic development of our people through Welsh Government initiatives that promote cross sector learning, as well as development and courses that consider our public impact as a Service, will help to foster a sense of belonging and unity amongst our communities.



Strategic Aim 2: **OUR COMMUNITIES**

We will improve the safety and well-being of our communities through holistic interventions and partner engagement.

Where are we now?

We know that our preventative approach in delivering fire safety advice, education and interventions across our Service contributes to reducing the number and severity of emergency incidents we attend.

Our approach involves working with a range of partners across the public sector to ensure that we achieve the best possible outcome for our Communities during our engagement.

Alongside our prevention work, we have established arrangements for the delivery of our statutory fire protection obligations, which encompasses new and emerging fire protection requirements as identified on a Wales and UK National level, helping to keep businesses safe and the local economy sustainable.

Where do we want to be?

Our aim is to ensure that we continue to deliver the best possible education and intervention on matters of fire safety prevention in areas of our community which will have the most positive impact and where possible, this will include widening our messages to encompass other safety and wellbeing subjects to support our partners.

Awareness of fire risk within the business sector has increased significantly over the last few years and we will aspire to widen our traditional fire safety messages with business owners to enable even greater value in the engagement to be achieved.

How we will achieve our Strategic Aim?

During 2020-2021 we will:

Focus on our Partnerships with stakeholders.

We will achieve this by:

- Working with partners to identify opportunities for providing mutual support to deliver agreed well-being objectives.
- Collating and sharing information on the structures and pathways for key partners to ensure that our shared messages are provided across organisations.
- Agreeing clear deliverables for any partner involvement.
- Establishing secure data sharing arrangements in order to improve the safety and welfare of citizens .
- Continually reviewing and evaluating the success of our partnerships to reduce duplication and ensure our partnership arrangements are of value to our communities.

Improve our Communication and key messages with our communities.

We will achieve this by:

- Raising public and partner awareness of our preventative agenda across all areas of intervention and encouraging feedback on our activities.
- Promoting local and national safety campaigns, directing our resources to areas of greatest risk.
- Encouraging volunteers to work with the Service across a range of areas to enhance our delivery and provide them with valuable skills and experience.
- Developing engagement tools that are designed to reach our target audience and that can be used by all of our employees.
- Working collaboratively with the two Welsh Fire and Rescue Services and other partners to ensure consistent and widespread promotion of safety messages.
- Recruiting and training more employees to support the delivery of our preventative interventions.
- Using performance information and evaluation to promote the outcomes of our interventions and ensure we deliver the services our communities need.

What will this mean and why this is important to you.



The safety and health of our communities has never been more important to us. Investing in our prevention and protection arrangements is a vital component in achieving a safe and sustainable society.

We recognise that we cannot achieve this alone, which is why our continued partnership working and our ability to adapt to the changing risks within society, places the Service at the forefront of keeping our Communities safe.



Strategic Aim 2: **OUR COMMUNITIES**

Sustainable Development Principle
Five Ways of Working.



Long Term

The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.

How does this Strategic Aim contribute to the Five Ways of Working?

The ability for the Service to respond and deliver effective front-line prevention and protection services in our communities has never been more important, which is why we continue to take account of new and emerging risks and put into place sustainable solutions with our partners for longer term success.



Prevention

How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

How does this Strategic Aim contribute to the Five Ways of Working?

Fire and Rescue Services have a proven track record of success in using preventative strategies to inform communities about the risks from fire in order to reduce their occurrence.

We continually build on this success through delivering safety messages on a wider range of topics in support of our wider public sector partnership working.



Integration

Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.

How does this Strategic Aim contribute to the Five Ways of Working?

Understanding our societal needs is key to delivering the most effective solution to improve safety, health and wellbeing within our communities and we have done this, and will continue to, through close working with our Public Service Board partners and our wider third sector engagement.



Collaboration

Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

How does this Strategic Aim contribute to the Five Ways of Working?

Our Service is very effective at both creating, as well as facilitating collaborations with a range of partners and this ethos greatly supports the demand for co-production between public sector partners in order to meet the ever changing and increasing community needs.



Involvement

The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.

How does this Strategic Aim contribute to the Five Ways of Working?

The Fire and Rescue Service is a high achieving public service which is a reflection of its positive and embracing culture that has adapted with modern societal changes and demands. This approach has ensured that the organisation has the right people delivering the right community engagement at every opportunity.



Strategic Aim 2: **OUR COMMUNITIES**

Summary of how the Strategic Aim enables the Service to meet the Well-being Goals

A Prosperous Wales

An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

Improving resident and business safety through awareness, education and intervention, as well as identifying opportunities to reduce crime can bring economic benefits to ward population, residential areas, communities, businesses and beyond.

A Healthier Wales

A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

Communicating specific and sustained messages for all age groups, in conjunction with our partners, will contribute to the health improvement of the population within our communities as well as enabling businesses to thrive.

A Resilient Wales

A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).

Delivering a range of prevention and protection arrangements alongside our partners will form connections in the community that are sustainable. Positively impacting on people's lives in terms of increasing awareness to the risks from fire in homes, businesses and wider community environment, creating a more resilient community which is less reliant on public services.

A Wales of Cohesive Communities

Attractive, viable, safe and well-connected communities.

Working with our Public Service Boards will enable us to reach and connect with all areas of our communities, whilst removing boundaries to less deprived areas and destigmatising poor reputations and records in relation to socio-economic status.

A Globally Responsible Wales

A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

Understanding our communities and positively influencing their safety and well-being alongside our partners will contribute towards a positive environment for all.



Strategic Aim 3: **OUR ENVIRONMENT**

We continually aim to improve our working practices and activities with consideration to our short and long term environmental impact.

We will continue to strive to reduce our carbon footprint and continue with our research into green sustainable renewable technology for our fleet and buildings, while looking for collaboration opportunities to improve our impact on the environment.

Where are we now?

As a Service, we are committed to reducing our impact on the environment in all aspects of our activities and embracing environmental sustainability and green technology in the process.

We are committed to improving our environmental performance and considering it in all areas of our work. Our Sustainability and Environmental Strategy 2015-2020 and Environmental Policy outlines our main principles and Objectives to reduce the Service's environmental impact through our activities and operations.

The Service produces an annual Environmental Report, which highlights our achievements and environmental performance for the previous year.

In 2019, the Service saw our sixth successful consecutive reassessment of our Green Dragon Environmental Management Standard at the highest level available, Level 5. The Standard recognises the Service's commitment to continual environmental improvement and environmental legislation and has provided valuable assistance in supporting the Service in meeting its environmental Objectives.

Over the last few years, we have vastly improved our environmental impact by introducing two new Hydrogen fuelled vehicles in to our fleet and increasing the usage of e-bikes for local journeys. We have increased our use of Photovoltaic panels and recently installed new panels on two of our larger buildings. We have also installed LED lighting and energy saving technology in the majority of our Stations. More recently, we have begun to install Electric Vehicle Charging points at our Service Headquarters, which will facilitate our newly purchased electric non-response vehicles.

Where do we want to be?

Our intention is to be an environmentally sensitive and sustainable Fire and Rescue Service where sustainable development and environmental issues are embedded into all our decision making processes; enhancing the economic, social and environmental well-being of our communities.

How we will achieve our Strategic Aim?

During 2020-2021 we will:

Reduce the purchase and consumption of single use plastic within our Service.

We will achieve this by:

- Significantly reducing the utilisation of single use plastic water bottles.
- Exploring opportunities to reduce plastic packaging on goods brought into the Service.
- Investigating and working with suppliers to generate opportunities to minimise or eliminate single use plastic packaging and encourage a recyclable packaging alternative.
- Considering opportunities to replace everyday products with alternative to plastic and the promotion of eco-friendly alternatives.
- Reviewing our Waste Management Contracts to ensure maximum diversion from landfill.

Reduce the Service's energy consumption and move to a more sustainable energy strategy.

We will achieve this by:

- Improving our systems for energy monitoring across all of our Service building stock.
- Considering sustainable improvements to our estate, where practicable, to improve our green infrastructure and energy storage.
- Introducing proactive ownership of energy consumption at all Station locations.
- Working to improve accountability and understanding of energy consumption at Service locations amongst all staff.
- Working with external partners such as Welsh Government and Carbon Trust to explore opportunities to reduce energy consumption across our estate.

What will this mean and why this is important to you.



Taking more responsibility for our activities and the impacts from these activities in relation to our environment, through operations and energy conservation, will reduce our carbon emissions.

Reducing the amount of waste produced by increasing our re-use and recycling, will mean less demand for new resources and a decrease in general waste production from our sites, which in turn will result in less waste being sent to landfill.



Strategic Aim 3: **OUR ENVIRONMENT**

Sustainable Development Principle Five Ways of Working



Long Term

The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.

How does this Strategic Aim contribute to the Five Ways of Working?

We will research new and emerging technologies and to develop targeted green initiatives to support the Service's Environmental objectives. This will require support in terms of investment and a shift in staff behaviours and attitudes.

The longer term result will ensure we are an environmentally responsible Fire and Rescue Service by improving the Service's environmental performance; improving efficiency in our use of resources; and minimising our impact on the environment.



Prevention

How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

How does this Strategic Aim contribute to the Five Ways of Working?

We will utilise technology and IT Software Systems to monitor and analyse data to enable implementation of preventative measures and allow improvements in the way we work.

This will reduce the Service's Carbon Emissions and have a positive impact on the local environment and community.



Integration

Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.

How does this Strategic Aim contribute to the Five Ways of Working?

We will maintain the Service's green goals by integrating and embedding environmentally sustainable processes throughout the Service by reducing the environmental impact of Service activities on the local communities.



Collaboration

Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

How does this Strategic Aim contribute to the Five Ways of Working?

We will collaborate with PSB members and external organisations on wide reaching environmental projects which ensure we are able to share best practice and allow opportunities for lessons learnt; which will, in turn, have a positive impact on local communities.



Involvement

The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.

How does this Strategic Aim contribute to the Five Ways of Working?

We will attend and engage at public forums to help shape decision making in order to improve our local environment and to help shape our future green initiatives and goals, both internally and in the local communities.



Strategic Aim 3: **OUR ENVIRONMENT**

Summary of how the Strategic Aim enables the Service to meet the Well-being Goals

A Prosperous Wales

An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

We will use innovative new green technology to improve and create more sustainable buildings and to research and develop an Ultra-Low Emission fleet of Non-Response Vehicles to improve local air quality and reduce the Carbon Footprint of the Fire Service. We will develop an infrastructure throughout the Mid and West Wales Fire and Rescue Service estate which will enable Electric Vehicle Charging at strategic locations. This will help to connect Ultra Low Emission Vehicle communities and encourage the use of Electric and Hybrid vehicles as an alternative to fossil fuelled vehicles.

A Healthier Wales

A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

We will encourage biodiversity on our Service locations to improve mental well-being and improve the local air quality, by reducing our Service carbon emissions through innovative and sustainable technology.

A Resilient Wales

A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).

We will encourage and enhance the natural environment and biodiversity of our sites where possible to allow for a healthy ecosystem on Fire Service and adjacent land. We will work with local partnerships to raise awareness of Operational activities in areas of high biodiversity value and allow for the best available means of management.

A Wales of Cohesive Communities

Attractive, viable, safe and well-connected communities.

We will collaborate with local partnerships and our PSBs to allow for a more cohesive working arrangement. We will collaborate on potential environmentally sustainable projects with our partners, such as identifying strategic locations for charging points to improve local air quality.

A Globally Responsible Wales

A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

We will work with local communities to understand their environmental needs in order to have a positive impact on their well-being. We will consider the environmental impact of all aspects of our activities and ensure a positive contribution for both the Service and the communities we serve.



Strategic Aim 4: **OUR FUTURE**

We will identify innovative ways of enhancing and improving our business processes and the delivery of our services to our communities.

Where are we now?

We currently employ a range of IT software systems to support our business processes. However, these are primarily used as 'standalone' systems with limited interoperability across the IT platform and we have an overreliance on bureaucratic, paper based systems and processes within our administrative functions.

Operationally, our processes have evolved incrementally over the past 10-15 years. There is considerable scope to develop these processes further by utilising IT to support critical incident management e.g. Mobile Data Terminals (MDTs), Operational intelligence gathering.

Where do we want to be?

The Service wants to have a fully developed and integrated IT platform to improve interoperability, reduce administrative burdens and to 'lean' our processes. We want to make better use of technology to reduce our carbon footprint, reduce costs and improve overall organisational effectiveness.

The Service wants to exploit any opportunities that reduces the risks to firefighters and communities through the use of technology, research and development thereby creating a culture of innovation which puts the Service at the forefront of the blue light sector.

How we will achieve our Strategic Aim?

During 2020-2021 we will:

Develop an IT infrastructure which supports alternative ways of working, utilising technology to reduce operational risk through the way we present our operational data.

We will achieve this by:

- Developing ICT systems that are efficient and effective and support alternative ways of working.
- Improving communication systems and enhancing the way in which we manage our operational data.
- Ensuring easy access to the right information, ensuring two-way communication at the right time from the right place, with the right hardware.

Create a forum to explore the ideas and suggestions from our staff; a think tank that will give our People a voice to shape continuous improvement.

We will achieve this by:

- Creating an environment which encourages effective and transparent communication, with access to all members of staff.
- Empowering staff by listening to their views and affording them the opportunity to influence change and shape the future of the Fire Service.
- Encouraging wider work force engagement to identify better and more innovative ways of working.



What will this mean and why this is important to you.

The way in which we go about our work will change to keep up with the needs of our communities and staff.

This will ensure the Service maximises all opportunities to work efficiently and effectively whilst preventing and protecting our public and responding when we are called.



Strategic Aim 4: **OUR FUTURE**

Sustainable Development Principle Five Ways of Working



Long Term

The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.

How does this Strategic Aim contribute to the Five Ways of Working?

Exploiting the use of IT Systems will reduce our carbon footprint, whilst improving the way we operate.

This will require support in terms of investment and training, as well as a change to the way we work. The longer term result will be a smarter and leaner organisation, which can prevent, protect and respond more effectively.



Prevention

How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

How does this Strategic Aim contribute to the Five Ways of Working?

Using IT Systems for trend analysis and predictive analytics helps us to make more informed decisions about what, where and how our interventions should occur.

It enables the Service to respond more appropriately to the needs of our communities, whilst reducing the risk to our frontline firefighters.



Integration

Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.

How does this Strategic Aim contribute to the Five Ways of Working?

Enhancing our IT Systems and business processes across the organisation and integrating this into the way we work, will improve the service we give to our communities.

It will also help integration with other blue light services and partners, to provide a more seamless approach to the wider public service delivery.



Collaboration

Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

How does this Strategic Aim contribute to the Five Ways of Working?

Working with partner organisations and third parties, sharing best practice and increasing interoperability, will help embed continuous improvement for both ourselves and others, whilst ensuring only the highest level of service is provided to our communities.



Involvement

The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.

How does this Strategic Aim contribute to the Five Ways of Working?

Creating forums that provide access for all, will ensure collective involvement and decision making about our future ways of working.

Using this collective wisdom from within and outside of the organisation, will ensure we keep focussed on both our people's and public's needs.



Strategic Aim 4: **OUR FUTURE**

Summary of how the Strategic Aim enables the Service to meet the Well-being Goals

A Prosperous Wales

An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

Our digitisation programme will enable us to improve the way we deliver our services, providing better information and intelligent data to our staff as they in turn support our communities in matters of prevention, protection and response.

We will also actively seek new equipment, practices and processes to ensure that our operational personnel and the communities we serve, are afforded the best possible levels of safety and protection.

A Globally Responsible Wales

A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

Through effective research and development, we will contribute to an innovative, productive organisation which recognises the limits of the global environment and uses resources efficiently and proportionately.

A more Equal Wales

A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

The implementation of various recommendations emanating from the Service Review Programme, will assist with a more Equal Wales through the exploration of opportunities for more holistic development of our people, to help them reach their full potential, regardless of their background or circumstances. Increased connectivity and digitisation assist us in delivering our emergency and community safety services to citizens, ensuring that we can deliver advice and intervention programmes to assist individuals to improve their lifestyle.

A Resilient Wales

A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).

We will continue to consider the use of new technology and innovation within our Service, where our impact on the environment is better understood and reductions in our carbon footprint can be achieved. By maximising the benefits of our asset management strategy, policies and plans and involving partners in future options, we will make all our partners stronger.

A Wales of Cohesive Communities

Attractive, viable, safe and well connected communities.

A Wales of Cohesive Communities will be contributed to through the consideration and use of community based facilities and partnership, working with new and existing organisations and sectors, all of which helps foster a sense of belonging and unity amongst the well connected communities. When developing new projects and processes, we will engage and consult with key stakeholders and partners in other Emergency Services and sectors, which will contribute to safer and better connected communities.

Find out more

Our website contains more detailed information on areas reported in this document. On our website you will find information on: -

- Corporate Plans
- Annual Performance Assessments
- Consultation Reports
- Wales Audit Office Reports
- Welsh Performance Indicators Reports
- All Wales Dwelling Fire Response Charter

We welcome your comments or suggestions for future planning improvements.

To provide your feedback, you can contact us via our website www.mawwfire.gov.uk telephone us on **0370 60 60 699** or write to us at Mid and West Wales Fire and Rescue Service HQ, Lime Grove Avenue, Carmarthen, SA31 1SP.

Alternatively, you can email us at mail@mawwfire.gov.uk

Alternative Versions

This document is also available in accessible formats. If you would like this information in an alternative language or format, including audio.

Please contact us on: **0370 6060699** or e-mail: mail@mawwfire.gov.uk



Gwasanaeth Tân ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

Cynllun Corfforaethol Drafft

2020-2025



YN YSTOD Y PUM MLYNEDD DIWETHAF

DELIWYD Â


2951
O DANAU MEWN TAI


1073
O DANAU ANNOMESTIG


4118
O DANAU GLASWELLT
A CHOEDWIG


4919
O DDAMWEINIAU
TRAFFIG FFYRDD


1694
O LIFOGYDD


12566
O YMATEBION
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CYNNAL
102,000
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RYDYM YN YMATEB I TUA **13516** O DDIGWYDDIADAU BOB BLWYDDYN


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DIM OND**
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Y Bwrdd Gweithredol

Y Bwrdd Gweithredol yw tîm uwch-reolwyr y Gwasanaeth, dan arweiniad y Prif Swyddog Tân, gyda chymorth y Dirprwy Brif Swyddog Tân, Prif Swyddog Tân Cynorthwyol a Phrif Swyddog Cynorthwyol.



Chris Davies *QFSM MBA*
Prif Swyddog Tân
Pennaeth y Gwasanaeth â Thâl



Roger Thomas
Dirprwy Prif Swyddog Tân
Cyfarwyddwr Cyflenwi Gwasanaethau



Iwan Cray
Prif Swyddog Tân Cynorthwyol
*Cyfarwyddwr Gweithredol
Cefnogaeth a Gwelliant*



Kevin Jones
Prif Swyddog Cynorthwyol
Cyfarwyddwr Adnoddau

Awdurdod Tân ac Achub Canolbarth a Gorllewin Cymru

Mae Awdurdod Tân ac Achub Canolbarth a Gorllewin Cymru yn cynnwys 25 o aelodau etholedig sy'n cynrychioli'r chwe Awdurdod Lleol yn ardal canolbarth a gorllewin Cymru.



**Y Cyng.
Jan Curtice**
*Cadeirydd Awdurdod Tân
ac Achub Canolbarth a
Gorllewin Cymru*



**Y Cyng.
Elwyn Williams**
*Dirprwy Gadeirydd
Awdurdod Tân ac
Achub Canolbarth a
Gorllewin Cymru*

Rhagarweiniad	6
Gwasanaeth Tân ac Achub Canolbarth a Gorllewin Cymru	8
Awdurdod Tân ac Achub Canolbarth a Gorllewin Cymru	9
Gweledigaeth, Cenhadaeth a Gwerthoedd	10
Ein Cynlluniau	12
Datganiad ynghylch Llesiant	14
Hirdymor	15
Atal	16
Integreiddio	16
Cydweithio	17
Cynnwys	17
Ein Nodau Strategol (2020-2025) a'n Hamcanion Gwella a Llesiant (2020-2021)	18
Ein Perfformiad	20
Datblygu ein Cynllun Corfforaethol (2020-2025)	21
Ein Nodau Strategol	22
Ein Pobl	24
Ein Cymunedau	30
Ein Hamgylchedd	36
Ein Dyfodol	42
Rhagor o wybodaeth	48

75% wedi'i ailgylchu

Cyhoeddwyd ar bapur mae 75% ohono wedi'i ailgylchu

Rhagarweiniad



Rydym yn falch dros ben o gael cyflwyno ein Cynllun Corfforaethol ar gyfer 2020-2025. Mae ein Cynllun Corfforaethol yn disgrifio ein gweledigaeth ar gyfer y dyfodol, sef “bod yn Arweinydd Byd ym maes Ymateb i Argyfwng a Diogelwch Cymunedol”. Rydym yn hyderus y bydd ein Nodau Strategol a’n Hamcanion Gwella a Llesiant yn fodd i ni gyflawni ein dyletswyddau statudol a chyfrannu, ar ben hynny, at gyflawni gofynion Deddf Llesiant Cenedlaethau’r Dyfodol (Cymru) 2015.

Er gwaetha’r cyfyngiadau cyllidebol, rydym wedi parhau i gynnal lefel gwasanaeth sydd wedi sicrhau bod cymunedau canolbarth a gorllewin Cymru yn parhau i fod yn fannau diogel i fyw, gweithio ac ymweld â nhw.

Dros y pum mlynedd ddiwethaf (01/04/2013 tan 31/03/2018), rydym wedi ymateb i 2,948 o danau mewn tai, sy’n ostyngiad o 2.3% o gymharu â’r pum mlynedd flaenorol. Yn ystod yr un cyfnod, mae nifer y Gwrthdrawiadau Traffig Ffyrdd yr ymatebwyd iddynt wedi gostwng gan 5.1%, gan leihau o 5,202 i 4,939. Mae nifer y llifogydd yr ymatebwyd iddynt wedi gostwng 3.1%, o 1,749 i 1,694.

Er ein bod yn ymateb i lai o ddigwyddiadau traddodiadol a gysylltir â’r gwasanaeth tân, o ganlyniad i’n gwaith ataliol yn y gymuned, rydym wedi cynnal 93,064 o Archwiliadau Diogelu Rhag Tân yn y Cartref ac wedi ymgysylltu â 187,654 o blant a phobl ifanc trwy ein rhaglenni addysg yn ystod y pum mlynedd ddiwethaf, rydym wedi parhau i ehangu ein gallu i ymateb yn weithredol. Mae ein diffoddwyr tân wedi ymateb i 12,563 o ddigwyddiadau lle’r oedd angen ymateb meddygol yn ystod y pum mlynedd ddiwethaf.

“
Ein Gweledigaeth:-
**Bod yn arweinydd byd ym
maes ymateb i argyfwng a
diogelwch cymunedol.**
”

Mae hwn yn ostyngiad o 1.6% o gymharu â'r pum mlynedd flaenorol.

Cyflawnwyd hyn oll ac arbedwyd £9 miliwn ar yr un pryd, sy'n rhyw 20% o'n cyllideb gyffredinol (er 2006), heb effeithio ar y gwasanaeth a ddarparwyd. Fodd bynnag, ni ellir osgoi'r ffaith y bydd yr hinsawdd ariannol rydym yn gweithio ynddo yn parhau i roi pwysau ychwanegol ar lefel y gwasanaeth a ddarparwn, wrth i ni ymestyn ein hadnoddau ymhellach eto. Felly, byddwn yn parhau i chwarae ein rhan mewn toriadau cyllidebol yn y dyfodol, trwy gynnal trafodaeth barhaus ac agored â'n staff a chyda'r cyhoedd, ynghylch sut y gallwn barhau i wneud gwelliannau ac arbedion effeithlonrwydd yn y dyfodol.

Rydym wedi ymrwymo i addasu i'r heriau hyn mewn dull cadarnhaol ac mae ein Cynllun Corfforaethol 2020-2025 yn pennu ein nodau strategol a'n hamcanion gwella a llesiant am y pum mlynedd nesaf. Credwn y bydd cydweithio'n allwedd i ddyfodol y gwasanaethau brys er mwyn gallu cyflawni amcanion ar y cyd yn llwyddiannus, gan ein galluogi i wella ein ffordd o weithio; rhannu ein pobl a'n hadnoddau ariannol; ac arbed mwy o fywydau yn y pen draw. Rydym wedi ymrwymo hefyd i gael hyd i atebion arloesol i wella ein ffordd o weithio, gwella diogelwch diffoddwyr tân, lleihau ein heffraith ar yr amgylchedd a chyfrannu, yn y pen draw, at lesiant ein cymunedau.

Sylweddolwn fod gwrando ar eich sylwadau chi yn hollbwysig, os yw'r Gwasanaeth am barhau i ddarparu gwasanaeth effeithiol, effeithlon a gwell, i'ch cadw chi a'ch teuluoedd yn ddiogel. Byddem yn eich annog chi i gyd i roi eich barn ar ein nodau strategol a'r amcanion gwella a llesiant rydym wedi ymrwymo iddynt ar gyfer 2020-2025.



Gwasanaeth Tân ac Achub Canolbarth a Gorllewin Cymru

Crëwyd y Gwasanaeth yn 1996 trwy Ddeddf Llywodraeth Leol (Cymru) 1994, yn sgil uno Brigadau Tân Dyfed, Powys a Gorllewin Morgannwg.

Mae'r Gwasanaeth yn cynnwys bron i ddau draean o Gymru, gan gwmpasu ardal wledig yn bennaf:

GWASANAETHU
4500
MILLTIR SGWÂR

CYDYMFFURFIO
**58**
GORSAF DÂN

YN CYFLOGI
1300
STAFF

Hwn yw'r gwasanaeth mwyaf ond dau yn y Deyrnas Unedig, ar ôl Gwasanaeth Tân yr Alban a Gwasanaeth Tân Gogledd Iwerddon.

Ceir amrywiaeth o risgiau yn ardal y Gwasanaeth, sy'n amrywio o'r diwydiannau petrocemegol yn Aberdaugleddau i'r risgiau sy'n gysylltiedig ag ardaloedd poblog fel Abertawe a Chastell-nedd Port Talbot. Hefyd, mae cymuned ffermio fawr a llawer o ddiwydiannau ysgafn eraill ar draws yr ardal.

Mae'r rhain, yn ogystal â'r arfordir helaeth a dyfrffyrdd mewndirol, yn creu rhai o'r risgiau arbenigol a geir yn ardal y Gwasanaeth.



Awdurdod Tân ac Achub Canolbarth a Gorllewin Cymru

Mae Awdurdod Tân ac Achub Canolbarth a Gorllewin Cymru yn cynnwys 25 o aelodau etholedig sy'n cynrychioli'r chwe Awdurdod Lleol yn ardal canolbarth a gorllewin Cymru.



Mae'n atebol i'r cyhoedd ac mae ganddo gyfrifoldeb statudol i gynnal gwasanaeth tân ac achub ar gyfer ein cymunedau, yn unol â'r ddeddfwriaeth a'r rheoliadau canlynol:

- Deddf Llywodraeth Leol (Cymru) 1994.
- Gorchymyn Canolbarth a Gorllewin Cymru (Cynllun Cyfuno) 1995.
- Deddf y Gwasanaethau Tân ac Achub 2004.
- Gorchymyn Diwygio Rheoleiddio (Diogelwch Tân) 2005.
- Gorchymyn Cynlluniau Cyfunol y Gwasanaethau Tân ac Achub (Amrywio) Cymru 2009.
- Mesur Llywodraeth Leol (Cymru) 2009.
- Fframwaith Cenedlaethol y Gwasanaethau Tân ac Achub 2016.
- Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015.

Gallwch gael rhagor o wybodaeth am y Gwasanaeth, yr Awdurdod Tân a chyfrifoldebau ein Bwrdd Gweithredol trwy fynd i'n gwefan: www.tancgc.gov.uk



Ein Gweledigaeth:

**Bod yn arweinydd byd ym
maes ymateb i argyfwng a
diogelwch cymunedol**

Ein Cenhadaeth:

**Ymgysylltu, Cysylltu, Datblygu
ac Ysbrydoli pobl i ddarparu
Gwasanaeth rhagorol**

Ein Gwerthoedd:

- **Gwneud y peth iawn**
- **Trin pobl â pharch**
- **Perfformio'n rhagorol**



Gweithio tuag at ein 4 Nod Strategol a'n Hamcanion Gwella a Llesiant yn 2020-2021



Ein Cynlluniau

I ddarllen ein cynlluniau, ewch i'n gwefan: www.tancgc.gov.uk

Cynllun Corfforaethol

Mae ein Cynllun Corfforaethol yn disgrifio ein gweledigaeth ar gyfer y dyfodol a'r modd y byddwn yn ei gwireddu trwy ein nodau strategol a'n hamcanion gwella a llesiant.

Asesiadau Blynyddol o Berfformiad

Erbyn diwedd Hydref bob blwyddyn, rydym yn cyhoeddi ein Hasesiad o Berfformiad Blynyddol. Mae ein Hasesiad Blynyddol o Berfformiad yn rhoi gwybod i'n staff, ein cymunedau a'n rhanddeiliaid pa ganlyniadau a buddion a gyflawnwyd mewn perthynas ag amcanion gwella a llesiant y flwyddyn flaenorol.

Mae ein Hasesiad Blynyddol o Berfformiad hefyd yn nodi'r modd yr ydym wedi cyfrannu at y nodau llesiant, a bennwyd yn Neddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015.

Cynllun Cynaliadwyedd a'r Amgylchedd

Mae Gwasanaeth Tân ac Achub Canolbarth a Gorllewin Cymru wedi ymrwymo i arddel cynaliadwyedd wrth ddarparu gwasanaethau rhagorol. Ein nod yw cyflawni hynny trwy ddefnyddio llai o ynni, gweithio tuag at fod yn ddiwastraff o ran safleoedd tirlenwi a lleihau ôl troed carbon y Gwasanaeth cyfan, o'r naill flwyddyn i'r llall.

Mae ein Strategaeth Cynaliadwyedd a'r Amgylchedd yn disgrifio'r prif egwyddorion, y cynigion a'r camau gweithredu y mae gofyn eu cymryd, er mwyn lleihau effaith gwaith a gweithrediadau'r Gwasanaeth ar yr amgylchedd.



Cynllun Cydraddoldeb Strategol

Mae ein Cynllun Cydraddoldeb Strategol yn cyfleu ymrwymiad parhaus yr Awdurdod a'r Prif Swyddog Tân i hyrwyddo cyfleoedd cyfartal ar draws holl swyddogaethau, polisïau, arferion a gweithdrefnau Gwasanaeth Tân ac Achub Canolbarth a Gorllewin Cymru ac yn disgrifio'r modd y bydd y Gwasanaeth yn ceisio cyflawni'r ymrwymiad hwn. Rydym yn gweithio i ddarparu amgylchedd lle y bydd cyfle cyfartal i bawb weithio, dysgu a byw, heb ddim gwahaniaethu na rhagfarn.

<http://www.mawwfire.gov.uk/Cymraeg/Amdanom-Ni/Sut-Rydym-yn-ei-Wneud/Pages/Cydraddoldeb-ac-Amrywiaeth.aspx>

Y Gymraeg

Fel Gwasanaeth, rheolir ein gwaith gan ddeddfwriaeth ar ddefnyddio'r Gymraeg ac mae'n rhaid i ni gydymffurfio â chasgliad o Safonau'r Gymraeg a bennwyd yn genedlaethol. Rydym wedi ymrwymo i hyrwyddo'r Gymraeg yn ymarferol a sicrhau na chaiff yr iaith ei thrin yn llai ffafriol na'r Saesneg.

Cyhoeddodd Comisiynydd y Gymraeg Hysbysiad Cydymffurfio sy'n disgrifio'r safonau sy'n berthnasol i Awdurdod Tân ac Achub Canolbarth a Gorllewin Cymru, ynghyd â'r eithriadau a bennwyd, a'u dyddiadau gweithredu. Mewn ymateb i'r Hysbysiad Cydymffurfio, cyhoeddodd yr Awdurdod ddogfen yn nodi'r modd y mae'n bwriadu cydymffurfio â'r safonau ar lefel gorfforaethol a'r prosesau mewnol sydd ganddo ar gyfer goruchwyllo a monitro gweithrediad y safonau. Mae'r ddwy ddogfen hyn ar gael ar ein gwefan allanol.

<http://www.mawwfire.gov.uk/Cymraeg/Amdanom-Ni/Sut-Rydym-yn-ei-Wneud/Pages/Safonau-Gymraeg.aspx>



Datganiad Llesiant



Rydym wedi ymrwymo i Ddeddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015, ac yn croesawu ein dyletswyddau a'n rôl fel partner statudol ar ein chwe Bwrdd Gwasanaethau Cyhoeddus.

Rydym yn deall diben a nod y Ddeddf ac wedi ymrwymo i sicrhau ein bod yn ystyried effaith hirdymor ein penderfyniadau ar y cymunedau a wasanaethwn.

Mae ein Cynllun Corfforaethol ar gyfer 2020-2025 yn amlinellu ein nodau strategol ar gyfer y pum mlynedd nesaf, a'n hamcanion gwella a llesiant ar gyfer 2020/21. Rydym wedi sicrhau bod ein hamcanion gwella a llesiant wedi'u datblygu yn unol â'r egwyddor datblygu cynaliadwy a'u bod yn ymgorffori'r pum ffordd o weithio.

Datblygwyd ein hamcanion gwella a llesiant trwy gyfres o weithdai â'n staff, aelodau etholedig a chyrff cynrychioliadol, ac fe'u trafodwyd hefyd gan Bwyllgorau Craffu'r Cynghorau fel rhan o gyfnod ymgynghori ehangach. O ganlyniad i'r broses ymgynghori hon, rydym yn hyderus bod ein hamcanion gwella a llesiant ar gyfer 2020/21 yn cyfrannu at ofynion y Ddeddf.

Ar hyd y cynllun hwn, amlygwn sut y mae ein hamcanion gwella a llesiant yn cyfrannu at y saith nod llesiant, gan ddangos sut y mae pob un yn ein helpu i wella llesiant economaidd, cymdeithasol, amgylcheddol a diwylliannol Cymru.

Byddwn yn sicrhau felly ein bod ni, wrth wneud penderfyniadau, yn rhoi ystyriaeth i'r effaith y gallai'r penderfyniadau ei chael ar fywydau pobl yng Nghymru yn awr ac yn y dyfodol. Byddwn hefyd yn cofio rhoi ystyriaeth ddyledus i'r amrywiaeth arbennig o bobl yng nghanolbarth a gorllewin Cymru ac yn parhau i gydweithio ag eraill er mwyn helpu'r Awdurdod i gyflawni'i amcanion a helpu eraill i gyflawni eu hamcanion hwy ar y llaw arall.



Egwyddor Datblygu Cynaliadwy



Hirdymor

Pwysigrwydd sicrhau cydbwysedd rhwng anghenion tymor byr a'r angen am ddiogelu'r gallu i ddiwallu anghenion tymor hir hefyd.

Beth yr ydym yn ei wneud i fodloni'r egwyddorion hyn?

Byddwn yn parhau i edrych ar dueddiadau hirdymor a dadansoddi ein camau gweithredu, er mwyn sicrhau bod y gwasanaethau a ddarparwn yn rhagweithiol yn hytrach nag yn adweithiol, a'u bod felly yn ateb gofynion ein cymunedau a'n rhanddeiliaid yn well trwy wneud ein cymunedau mor ddiogel â phosibl heb beryglu anghenion cenedlaethau'r dyfodol.

Rydym wedi ymgorffori meddylfryd hirdymor yn ein harferion busnes a'n hamcanion gwella a llesiant a byddwn yn parhau i fabwysiadu dull sganio'r gorwel yn rhan o'n prosesau cynllunio. Wrth bennu ein hamcanion gwella a llesiant, rydym wedi sicrhau ein bod yn gweld ac yn monitro tueddiadau i'r dyfodol a heriau hirdymor a fydd yn cael effaith niweidiol ar y gwasanaethau a ddarparwn. Byddwn yn parhau i addasu ac amrywio ein gweithgareddau er mwyn ateb anghenion ein cymunedau yn well, ynghyd â gwella ein ffordd o ateb anghenion y bobl sy'n byw ac yn gweithio yn ein cymunedau a'r bobl sy'n ymweld â nhw, a'u gwneud yn fwy diogel.



Atal

Atal problemau rhag digwydd neu waethygu.

Beth yr ydym yn ei wneud i fodloni'r egwyddorion hyn?

Mae atal, diogelu ac ymyrraeth gynnar yn flaenoriaeth i ni o hyd, ac rydym wedi ymrwymo i wneud y cymunedau a wasanaethwn mor ddiogel â phosibl, trwy adolygu ac addasu ein gwasanaethau ymyrraeth yn barhaus.

Byddwn yn parhau i ddarparu ein gwasanaethau mewn modd rhagweithiol, integredig a chydweithredol, trwy weithio'n agos â sefydliadau partner newydd a'n rhai presennol i ddarparu negeseuon diogelwch penodol, a chael yr effaith gadarnhaol fwyaf ar ein cymunedau.

Mae ein gwaith atal yn canolbwyntio ar atal problemau rhag digwydd neu waethygu trwy sicrhau bod ymyrraeth gynnar yn digwydd a bod ein cymunedau'n cael cymaint o wybodaeth â phosibl.



Integreiddio

Ystyried sut y gall amcanion llesiant y corff cyhoeddus effeithio ar bob un o'r nodau llesiant, ar eu hamcanion, neu ar amcanion cyrff cyhoeddus eraill.

Beth yr ydym yn ei wneud i fodloni'r egwyddorion hyn?

Rydym wedi defnyddio dull gweithredu integredig wrth ddatblygu ein hamcanion gwella a llesiant, gan gredu y bydd gweithio mewn modd mwy integredig yn caniatáu i ni ddatrys problemau'n fwy effeithiol ac effeithlon.

Trwy ddefnyddio dull gweithredu cytûn i fanteisio hyd yr eithaf ar gyfleoedd, a chydweithio â'n partneriaid a'n rhanddeiliaid, byddwn yn osgoi dyblygu ymdrech ar draws sefydliadau'r sector cyhoeddus ac yn rhannu adnoddau, dysgu a gwybodaeth yn ogystal, er lles ein cymunedau a chenedlaethau'r dyfodol.



Cydweithio

Gallai cydweithredu ag unrhyw berson arall (neu wahanol adrannau yn y corff cyhoeddus ei hun) helpu'r corff i fodloni ei amcanion llesiant.

Beth yr ydym yn ei wneud i fodloni'r egwyddorion hyn?

Mae cydweithio â'n partneriaid yn allweddol bwysig i ni fel Gwasanaeth Tân ac Achub. Rydym yn cydweithio â Gwasanaeth Tân ac Achub Gogledd Cymru a Gwasanaeth Tân ac Achub De Cymru mewn nifer o ffyrdd ac rydym wedi mabwysiadu dull gweithredu "Cymru gyfan" mewn nifer o feysydd.

Yn ogystal, nodwyd y dulliau darparu mwyaf costeffeithiol ac effeithlon ar draws y tri Gwasanaeth Tân ac Achub mewn sawl maes pwnc trwy'r dull cydweithredol hwn. Deallwn fod cydweithio'n agos â'n partneriaid yn sicrhau bod ein negeseuon yn cael cymaint o effaith â phosibl ar ein cymunedau ac yn darparu negeseuon diogelwch trwy ddull gweithredu cytûn.

Felly, byddwn yn parhau i ddatblygu perthnasoedd presennol a chwilio am gyfleoedd newydd i ddatblygu partneriaethau newydd a phartneriaethau presennol er mwyn gwneud y defnydd mwyaf effeithiol o'n hasedau.



Cynnwys

Pwysigrwydd cynnwys pobl sydd â diddordeb mewn cyflawni'r nodau llesiant, a sicrhau bod y bobl hynny'n adlewyrchu amrywiaeth yr ardal y maent yn ei gwasanaethu.

Beth yr ydym yn ei wneud i fodloni'r egwyddorion hyn?

Rydym wedi ymgynghori'n helaeth â'n rhanddeiliaid, sefydliadau sy'n bartneriaid i ni a'r cyhoedd. Byddwn yn ymgysylltu'n llawn â chymunedau lleol trwy gyfrwng digwyddiadau ac ymgynghoriadau, gan eu hannog i gyfrannu i'r penderfyniadau sy'n effeithio arnynt.

Mae hyn yn annog sgwrs ddwy ffordd ac yn sicrhau hefyd y cânt roi barn ar y ffordd rydym yn cyflawni ein hamcanion gwella a llesiant. Mae annog y cyhoedd i gyfrannu a chymryd rhan yn y penderfyniadau a wnawn yn bwysig dros ben i ni.

Bydd ein nodau strategol a'n hamcanion gwella a llesiant yn helpu i gyflawni'r saith nod llesiant mewn nifer o ffyrdd.

Bydd ein cyfraniad at gyflawni Cymru lewyrchus yn cynnwys darparu mwy o wybodaeth a chymorth ym mhob cyswllt pan fyddwn yn ymweld â phobl yn ein cymunedau er mwyn cadw pobl yn fwy diogel yn eu cartrefi. Byddwn yn cyfrannu hefyd at gyflawni Cymru lewyrchus trwy reoli'n hasedau mewn modd gwell, mwy costeffeithiol ac effeithlon, gan adeiladu ar sail cydberthnasoedd presennol a chwilio am gyfleoedd newydd i ddarparu'r budd mwyaf i'r gymuned, gwella ein cyfraniad i'r economi leol a lleihau'r costau i gymdeithas.

Cyflawnir cyfraniadau at Gymru gydnerth trwy ystyried technoleg ac arloesi newydd yn ein gwasanaeth. Byddwn yn dod i ddeall ein heffaith ar yr amgylchedd yn well hefyd er mwyn lleihau ein hól troed carbon, wrth i ni barhau i ddarparu gwasanaeth o safon uchel.

Cyflawnir Cymru iachach trwy gynyddu cysylltedd a digido, a fydd yn helpu'r Gwasanaeth i ddarparu ein gwasanaeth brys a'n gwasanaethau diogelwch cymunedol i'n dinasyddion gan sicrhau y gallwn ddarparu cyngor a chyflawni ein rhaglenni ymyrraeth er mwyn helpu unigolion i wella'u ffordd o fyw.

Cyflawnir ein cyfraniad at Gymru o Gymunedau Cydlynus trwy wella datrysiadau wedi'u digido a hyrwyddo technolegau gwybodaeth a chyfathrebu, trwy gyfrannu at hyrwyddo cysylltedd a gwella'r gwasanaethau a ddarparwn i'r cyhoedd.

Er mwyn helpu i greu Cymru sy'n Fwy Cyfartal, bydd ymyrraeth ar gyfer yr unigolion mwyaf agored i niwed yn flaenoriaeth i ni er mwyn gwella'u hamgylchiadau a rhoi cyngor iddynt i'w galluogi i wella eu ffordd o fyw.

Ein cyfraniad at Gymru â Diwylliant Bywiog lle mae'r Gymraeg yn Ffynnu yw dal ati i annog a hyrwyddo defnyddio'r Gymraeg yn ein maes gwasanaeth. Lle bydd hynny'n bosibl, byddwn yn hyrwyddo mynediad at ein gwasanaethau trwy ddefnyddio'r Gymraeg, er mwyn sicrhau bod ein rhanddeiliaid yn gallu cyfathrebu â ni yn eu dewis iaith. Byddwn hefyd yn parhau i annog ein gweithwyr i siarad eu dewis iaith yn y gweithle ac yn darparu cyfleoedd i weithwyr sydd am ddysgu Gymraeg.

“
**Rydym wedi sicrhau y
datblygwyd camau gweithredu'r
amcanion yn unol â'r egwyddor
datblygu cynaliadwy.**
”

Byddwn yn dylanwadu ar gyflawni Cymru sy'n Gyfrifol ar Lefel Fyd-eang trwy barhau i wneud newidiadau sylweddol er mwyn defnyddio llai o bapur wrth ein gwaith trwy annog pobl i gyflwyno pob gohebiaeth a dogfen trwy ddulliau electronig.

Fel y nodwyd yn y Ddeddf, mae'n rhaid i Fyrddau Gwasanaethau Cyhoeddus ddefnyddio'r egwyddor datblygu cynaliadwy i gyfrannu hyd yr eithaf at gyflawni'r saith nod llesiant cenedlaethol, trwy roi sylw i anghenion llesiant penodol yr ardal. Rydym yn croesawu'r egwyddor hon ac wedi ymrwymo'n llwyr i wneud y cyfraniad mwyaf posibl at gyflawni'r nodau llesiant fel partner statudol. O ganlyniad, rydym wedi rhoi ethos ar waith yn ein harferion busnes sy'n sicrhau bod anghenion y presennol yn cael eu hateb heb beryglu gallu cenedlaethau'r dyfodol i ateb eu hanghenion nhw.

Mae arwyddocâd yr amcanion sydd yng Nghynlluniau Llesiant pob un o'r chwe Bwrdd Gwasanaethau Cyhoeddus, yn cael ei adlewyrchu yn amcanion gwella a llesiant ein Gwasanaeth, sy'n sicrhau bod gweithio gyda'n partneriaid i ddarparu gwell canlyniadau ar gyfer ein cymunedau yn parhau i fod yn flaenoriaeth.

Yn ogystal ag ystyried Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015 wrth lunio'r cynllun hwn, rydym hefyd wedi cynnwys nifer o ffyrdd newydd o weithio wrth redeg y sefydliad o ddydd i ddydd. Mae Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015 yn dylanwadu'n fawr ar 'edefyn aur' y Gwasanaeth. O'n cynlluniau datblygu unigol a'n strategaethau adrannol, i'n Cynllun Corfforaethol ar gyfer 2020-2025, mae ethos y Ddeddf ym mlaen ein meddwl. Boed hynny wrth i ni ffurfio partneriaethau newydd; mabwysiadu dulliau sganio'r gorwel yn rhan o'n proses o gynllunio ar gyfer y dyfodol; neu gynnwys fframwaith prosiectau Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015 wrth gyflawni ein prosiectau corfforaethol ein hunain, gallwch fod yn sicr y bydd anghenion y presennol yn cael eu diwallu, a hynny heb beryglu cenedlaethau'r dyfodol.

Ein Perfformiad

Dros y degawd diwethaf, trwy gynllunio ar gyfer gwella a lleihau risg, gwelsom ostyngiad sylweddol yn nifer y digwyddiadau y cawsom ein galw iddynt, a gwell canlyniadau i'r rheiny yr effeithiwyd arnynt a'r cymunedau lle y maent yn digwydd.

Mae'r tabl yn dangos canran y gostyngiad yn nifer y digwyddiadau, anafiadau a marwolaethau dros y deng mlynedd ddiwethaf sy'n rhoi darlun clir o'n llwyddiant.

	2018/2019 Gwariant	Cyfartaledd 2009/10 i 2013/14	Cyfartaledd 2014/15 i 2018-19	Cyfartaledd Newid canrannol 2009/10 i 2018/19	Targed 2022/2023
POB TÂN FRS/RRC/S/001 (i)	3734	4473	3384	-25.2%	-20%
POB GALWAD TÂN DIANGEN FRS/RRC/S/001 (ii)	4886	4814	4755	-1.2%	-10%
POB GWRTHDRAWIAD TRAFFIG FFYRDD FRS/RRC/S/001 (iii)	870	1118	987	-11.6%	-10%
POB GALWAD ARALL FRS/RRC/S/001 (iv)	3967	3384	4559	34.7%	Dim targed wedi'i osod
MARWOLAETHAU AC ANAFIADAU DIFRIFOL O BOB TÂN FRS/RRC/S/002 (i)	61	69	66	-4.4%	-10%
MARWOLAETHAU AC ANAFIADAU O BOB TÂN DAMWEINIOL FRS/RRC/S/002 (ii)	51	62	58	-6.2%	-10%
CANRAN YR ACHOSION O DANAU MEWN ANHEDDAU A GYFYNGWYD YN YR YSTAFELL DARDDIAD. FRS/EFR/S/003	88.6%	87.2%	87.0%	-0.2%	Cynnal y targed o 87% os yn bosibl

Datblygu ein Cynllun Corfforaethol 2020-2025

Mae'r cynllun hwn yn amlinellu ein nodau strategol am bum mlynedd (2020-2025) a'n hamcanion gwella a llesiant ar gyfer 2021-2022.

Wrth ddatblygu ein cynllun corfforaethol ar gyfer 2020-2025, rydym wedi ystyried y canlynol:

- Y gwelliannau rydym wedi'u gwneud wrth gyflawni cynlluniau corfforaethol blaenorol.
- Yr hyn y mae ein cymunedau yn ei ddweud wrthym.
- Yr hyn y mae ein staff yn ei ddweud wrthym.
- Yr adnoddau sydd gennym.
- Barn ein partneriaid a phwysigrwydd cydweithio.
- Gofynion Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015.

Y gofynion deddfwriaethol sy'n effeithio arnom, gan gynnwys y canlynol:

1. Mesur Llywodraeth Leol (Cymru) 2009.
2. Fframwaith Cenedlaethol y Gwasanaethau Tân ac Achub 2016.
3. Y Pwyllgor Materion Cenedlaethol.
4. Cymru Gydnerth.
5. Cydraddoldeb ac Amrywiaeth ledled Cymru.
6. Safonau'r Gymraeg.

Ein Nodau Strategol



Mae ein nodau strategol (2020-2025) yn pennu cyfeiriad ein taith am y pum mlynedd nesaf.

Mae ein Gwasanaeth yn chwarae rôl allweddol bwysig yn y gymuned a datblygwyd ein nodau trwy ymgynghori â'r staff, cynrychiolwyr yr undebau llafur, uwch-swyddogion a'r aelodau o'n Hawdurdod, gan roi ystyriaeth i ofynion Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015.

Bydd ein nodau strategol ar gyfer 2020-2025 yn sicrhau ein bod yn parhau i ddarparu'r gwasanaethau gorau posibl i'n cymunedau.

Mae'r chwe nod strategol, a ddisgrifir yma yn manylu ar ein hymrwymiad i gyflawni targedau heriol mewn amgylchedd cymdeithasol, gwleidyddol ac ariannol sy'n newid yn gyson.

	Ein Nodau Strategol			
	UN	DAU	TRI	PEDWAR
Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015				
<input checked="" type="checkbox"/> Cymru lewyrchus	✓	✓	✓	✓
<input checked="" type="checkbox"/> Cymru gydnerth	✓	✓	✓	✓
<input checked="" type="checkbox"/> Cymru iachach	✓	✓	✓	
<input checked="" type="checkbox"/> Cymru sy'n fwy cyfartal	✓			✓
<input checked="" type="checkbox"/> Cymru o gymunedau cydlynus	✓	✓	✓	✓
<input checked="" type="checkbox"/> Cymru â diwylliant bywiog lle mae'r Gymraeg yn ffynnu				
<input checked="" type="checkbox"/> Cymru sy'n gyfrifol ar lefel fyd-eang		✓	✓	✓



Nod Strategol 1:

EIN POBL

Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015



Byddwn yn sicrhau bod gan ein staff yr wybodaeth a'r sgiliau sydd eu hangen arnynt i ddarparu a datblygu ein gwasanaethau yn ddiogel. Byddwn yn sicrhau bod y galluoedd cywir ganddynt ar gyfer y dyfodol a'u bod yn gynrychiadol o'r cymunedau y maent yn eu gwasanaethu.



Nod Strategol 2:

EIN CYMUNEDAU

Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015



Byddwn yn gwella diogelwch a llesiant ein cymunedau trwy ymyrraeth gyfannol a thrwy ymgysylltu a'n partneriaid.



Nod Strategol 3:

EIN HAMGYLCHEDD

Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015



Byddwn yn ceisio gwella ein harferion gwaith a'n gweithgareddau yn barhaus gan ystyried ein heffaith ar yr amgylchedd yn y tymor hir a'r tymor byr. Byddwn yn parhau i geisio lleihau ein hól troed carbon ac yn parhau â'n hymchwil i dechnoleg werdd gynaliadwy ac adnewyddadwy ar gyfer ein fflyd a'n hadeiladau, wrth i ni chwilio am gyfleoedd i gydweithio er mwyn gwella ein heffaith ar yr amgylchedd.



Nod Strategol 4:

EIN DYFODOL

Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015



Byddwn yn clustnodi ffyrdd arloesol o gryfhau a gwella ein prosesau busnes a'n dulliau cyflenwi gwasanaethau i'n cymunedau.

Ein Hamcanion Gwella a Llesiant

Bob blwyddyn, fel rhan o'n proses gynllunio, rydym yn datblygu amcanion gwella a llesiant, a luniwyd i'n helpu i gyflawni ein nodau strategol. Mae ein hamcanion yn rhoi gwybod i'n staff, cymunedau a rhanddeiliaid pa fuddion a ddarperir iddynt yn y flwyddyn i ddod.



Nod Strategol 1: **EIN POBL**

Byddwn yn sicrhau bod gan ein staff yr wybodaeth a'r sgiliau y mae arnynt eu hangen i ddarparu a datblygu ein gwasanaethau mewn modd diogel. Byddwn yn sicrhau bod ganddynt y galluoedd cywir ar gyfer y dyfodol, a'u bod yn gynrychioliadol o'r cymunedau y maent yn eu gwasanaethu.

Ble'r ydym ni nawr?

Mae Cydraddoldeb ac Amrywiaeth wrth wraidd diwylliant ein Gwasanaeth ac yn sail i bopeth a wnawn y mae ein cred yn ein pobl. Trwy waith yr adrannau Adnoddau Dynol, Datblygu Pobl a Darparu Hyfforddiant, nod y Gwasanaeth yw recriwtio, datblygu a chadw gweithlu medrus iawn, llawn cymhelliant a dwyieithog sy'n cynrychioli ac yn hyrwyddo amrywiaeth y cymunedau a wasanaethwn.

Mae darparu gweithle iach a diogel i'n gweithwyr yn hanfodol ar gyfer perfformiad effeithiol. Mae'r Gwasanaeth yn cefnogi ein holl weithwyr i gynnal eu ffirwydd i fodloni gofynion ffisiolegol a seicolegol y rôl, gan gefnogi gweithwyr â'u hiechyd a'u lles cyffredinol trwy amrywiaeth o fentrau cyngor, arweiniad ac ymwybyddiaeth.

Rydym wedi mabwysiadu'r Fframwaith Cenedlaethol ar gyfer atal 'Trais yn erbyn Menywod, Camdriniaeth Ddomestig a Thrais Rhywiol', ac rydym yn rhan o'r Fframwaith hwn. Rydym hefyd wedi gweithredu rhaglen 'Golau-glas MIND' i gefnogi iechyd meddwl a lles yn y gweithle, gan ddarparu ymyrraeth gynnar a chymorth i'r rhai a allai profi heriau.

Ble'r ydym ni am fod?

Rydym yn cydnabod bod ein rôl yn parhau i esblygu yn erbyn cefndir o bwysau ariannol parhaus i holl awdurdodau'r sector cyhoeddus. Bydd meddwl yn arloesol yn ogystal â ffyrdd newydd o weithio yn sicrhau bod gan ein gweithlu'r offer a'r sgiliau angenrheidiol y bydd eu hangen arnynt i barhau i ddarparu gwasanaeth sy'n diogelu unigolion ac yn lleihau risg yn y cymunedau a wasanaethwn.

Dim ond trwy gyflogi'r bobl iawn y mae modd gwella'n barhaus. Rydym am gael gweithwyr sy'n gynrychioliadol o'r cymunedau y maent yn eu gwasanaethu ac sydd wedi'u hyfforddi i'r safonau uchaf ym mhob agwedd ar y rôl y mae'n ofynnol iddynt ei chyflawni heddiw ac yn y dyfodol.

Rydym am wneud gwahaniaeth cadarnhaol yn yr hyn yr ydym yn ei wneud a sut yr ydym yn ei wneud er mwyn sicrhau ein bod yn cael yr effaith fwyaf posibl, a hynny trwy sicrhau bod y ffordd yr ydym yn gweithredu yn rhoi rhyddid i'n gweithwyr wneud cyfraniad gwerthfawr at ddarparu'r Gwasanaeth yn llwyddiannus.

Sut y byddwn yn cyflawni ein Nod Strategol?

Yn ystod 2020-2021 byddwn yn:

Gwella Amrywiaeth ein Gweithlu i fod yn fwy cynrychioliadol o'r cymunedau a wasanaethwn.

Byddwn yn cyflawni hyn trwy:

- Mynd i'r afael yn rhagweithiol â thangynrychiolaeth a gwaharddiad yn y Gwasanaeth.
- Sicrhau bod ein staff yn ystyried cydraddoldeb wrth ddatblygu pob
- agwedd ar y Gwasanaeth, gan gynnwys mentrau, prosiectau a pholisïau newydd a datblygiadau gweithdrefnol.
- Parhau i sicrhau bod strwythur y sefydliad yn adlewyrchu anghenion ein Gwasanaeth a'n cymunedau trwy greu arferion gwaith hyblyg i gefnogi ffordd iach o fyw a chydbwysedd rhwng bywyd a gwaith.
- Ymgysylltu â chymunedau, rhanddeiliaid a phartneriaid o ran y rolau amrywiol sydd ar gael yn y Gwasanaeth Tân.

Ysbrydoli Cyd-gynhyrchu – cyfranogiad pawb.

Byddwn yn cyflawni hyn trwy:

- Sicrhau bod yr holl staff yn cael eu gwerthfawrogi a'u grymuso, a chydabod bod gan bawb rywbeth i'w gyfrannu.
- Sicrhau bod yr holl weithwyr yn cyfrannu at ddarparu'r Gwasanaeth yn llwyddiannus, gan sicrhau eu bod wedi'u hyfforddi i'r safonau uchaf ac yn gallu cynnal eu cymhwysedd trwy ddatblygiad proffesiynol parhaus.
- Cydnabod bod gan staff gyfraniadau gwerthfawr i'w gwneud, a'u hannog i gymryd rhan yn y gwaith o ddylunio a darparu ein gwasanaethau.

Beth y bydd hyn yn ei olygu i chi? Y rheswm y mae hyn yn bwysig i chi.

Bydd cynllunio gweithlu effeithiol, ynghyd ag arferion gwaith craffach a symleiddio prosesau gweinyddol yn barhaus, yn gwella effeithlonrwydd yn y Gwasanaeth.

Bydd ein dull gweithredu yn adnabod ac yn cynyddu potensial ein gweithlu trwy reoli a datblygu pobl yn effeithiol, gan gynnal diwylliant o berfformiad uchel, a gwneud y defnydd mwyaf effeithiol o arian cyhoeddus.





Nod Strategol 1: **EIN POBL**

Egwyddor Datblygu Cynaliadwy Pum Ffordd o Weithio.



Hirdymor

Pwysigrwydd sicrhau cydbwysedd rhwng anghenion tymor byr a'r angen am ddiogelu'r gallu i ddiwallu anghenion tymor hir hefyd.

Sut y mae'r nod strategol hwn yn cyfrannu at y pum ffordd o weithio?

Bydd annog pobl i sylweddoli'r hyn y gallant ei wneud, nid yr hyn na allant ei wneud, a'u cynnwys fel partner cyfartal wrth wneud penderfyniadau, yn darparu cyfleoedd i wella'r gwasanaeth a ddarparwn yn barhaus.

Galluogi staff i ddeall yr hyn sy'n bwysig i bobl, eu cryfderau a chryfderau cymunedau ehangach, gan ddarparu atebion arloesol ar draws ffiniau sefydliadol.



Atal

Sut y gall gweithredu i atal problemau rhag digwydd neu waethygu helpu cyrff cyhoeddus i gyflawni eu hamcanion.

Sut y mae'r nod strategol hwn yn cyfrannu at y pum ffordd o weithio?

Bydd cynlluniau gweithlu effeithiol yn sicrhau bod y bobl iawn gennym, wedi'u recriwtio a'u hyfforddi ac yn gweithio yn y manau iawn i ddarparu gwasanaeth o'r safon uchaf i'n cymunedau. Bydd hyn yn sicrhau hefyd bod ein harferion recriwtio, datblygu a gweithio yn tyfu er mwyn ateb anghenion newidiol ein cymunedau.



Integreiddio

Ystyried sut y gall amcanion llesiant y corff cyhoeddus effeithio ar bob un o'r nodau llesiant, ar bob un o'u hamcanion eraill, neu ar amcanion cyrff cyhoeddus eraill.

Sut y mae'r nod strategol hwn yn cyfrannu at y pum ffordd o weithio?

Trwy strategaeth Ein Pobl byddwn yn sicrhau bod gennym y bobl iawn a chanddynt yr wybodaeth, y sgiliau a'r cymwyseddau iawn i gyflawni eu rolau yn y Gwasanaeth, a'u bod nhw hefyd yn deall ein sefyllfa ni fel aelod statudol o Fyrddau Gwasanaethau Cyhoeddus a'r cyfraniad ehangach a wnawn i lesiant ein cymunedau, y byddwn yn eu harfogi i gyfrannu iddo.



Cydweithio

Gallai cydweithredu ag unrhyw berson arall (neu wahanol adrannau yn y corff cyhoeddus ei hun) helpu'r corff i fodloni ei amcanion llesiant.

Sut y mae'r nod strategol hwn yn cyfrannu at y pum ffordd o weithio?

Trwy gydweithio mewnol rhwng swyddogaethau a meysydd ymateb a chydweithio allanol ag asiantaethau sy'n bartneriaid i ni, byddwn yn sicrhau bod ein pobl yn cael cyfleoedd i gamau ymlaen a datblygu yn eu gyrfa, a dod yn fwy effeithiol wrth ddarparu gwasanaethau sy'n cyd-fynd ag anghenion ein cymunedau.

Bydd yn fodd hefyd i rannu arferion da ar draws sefydliadau a sectorau er mwyn sicrhau y defnyddir yr arferion gorau yn unig wrth reoli pobl.



Cynnwys

Pwysigrwydd cynnwys pobl sydd â diddordeb mewn cyflawni'r nodau llesiant, a sicrhau bod y bobl hynny'n adlewyrchu amrywiaeth yr ardal y maent yn ei gwasanaethu.

Sut y mae'r nod strategol hwn yn cyfrannu at y pum ffordd o weithio?

Bydd ymgysylltu â'r gweithlu, â'n partneriaid ac asiantaethau eraill i drafod y sgiliau a'r cymwyseddau sy'n ofynnol er mwyn gwasanaethu ein cymunedau yn well yn rhan annatod o waith ein hadrannau hyfforddi a datblygu. Mae hyn yn rhan o'r strategaeth pobl hefyd er mwyn sicrhau bod ein sgiliau'n datblygu er mwyn bodloni gofynion y Gwasanaeth yn awr ac yn y dyfodol.



Nod Strategol 1: **EIN POBL**

Crynodeb o sut y mae'r Nod Strategol yn galluogi'r Gwasanaeth i gyflawni'r Nodau Llesiant .

Cymru Lewyrchus

Cymdeithas arloesol, gynhyrchiol, carbon isel sy'n cydnabod y terfynau sydd ar yr amgylchedd byd-eang ac sydd, o ganlyniad, yn defnyddio adnoddau mewn modd effeithlon a chymesur (gan gynnwys gweithredu ar newid yn yr hinsawdd); ac sy'n datblygu poblogaeth fedrus ac addysgedig mewn economi sy'n cynhyrchu cyfoeth ac yn cynnig cyfleoedd cyflogaeth, gan ganiatáu i bobl fanteisio ar y cyfoeth a gynhyrchir drwy gael gafael ar waith addas.

Bydd y Gwasanaeth yn parhau i goleddu egwyddor datblygu gweithwyr newydd a gweithwyr presennol trwy amrywiaeth o brentisiaethau a rhaglenni datblygu.

Trwy wneud hynny, byddwn yn sicrhau bod y gweithwyr hyn yn derbyn y cyfleoedd dysgu a datblygu gorau posibl, y gellir trosglwyddo llawer ohonynt i fannau gwaith eraill ac i'r cymunedau y mae ein staff yn byw ynddynt.

Cymru Gydnerth

Cenedl sy'n cynnal ac yn gwella amgylchedd naturiol bioamrywiol gydag ecosystemau iach gweithredol sy'n cynnal cydnerthedd cymdeithasol, economaidd ac ecolegol ynghyd â'r gallu i addasu i newid (er enghraifft newid yn yr hinsawdd).

Trwy barhau i gynnal bwlch sgiliau critigol isel ei risg, byddwn yn sicrhau bod staff gweithredol nid yn unig wedi derbyn hyfforddiant yn unol â'r canllawiau cenedlaethol a'r ddeddfwriaeth iechyd a diogelwch ond eu bod hefyd yn cyflawni eu rolau ymateb yn gymwys ac yn effeithiol.

Bydd hyn, yn ei dro, yn caniatáu i'r personél ddarparu ymateb diogel ac effeithiol i'r cyhoedd pan fydd angen ac yn rhoi'r cyfle i ddinasyddion a chymunedau adfeddiannu'n fwy effeithiol.

Cymru Iachach

Cymdeithas lle mae llesiant corfforol a meddyliol pobl cystal â phosibl a lle deallir dewisiadau ac ymddygiadau sydd o fudd i iechyd yn y dyfodol.

Mae'r Gwasanaeth yn parhau i ymrwymo i ddarparu'r addysg, cymorth a chyngor angenrheidiol i'r holl weithwyr er mwyn sicrhau eu bod nid yn unig yn cyrraedd y lefelau ffitrwydd angenrheidiol sy'n rhan o ofynion y rôl weithredol, ond eu bod hefyd yn dilyn ffordd fwy cytbwys o fyw o ran eu hiechyd a'u lles cyffredinol.

Cymru sy'n fwy Cyfartal

Cymdeithas sy'n galluogi pobl i gyflawni eu potensial ni waeth beth fo'u cefndir neu eu hamgylchiadau (gan gynnwys eu cefndir a'u hamgylchiadau cymdeithasol-economaidd).

Trwy wella ein cyfathrebu mewnol a gwerthuso cyrsiau'n barhaus, byddwn yn nodi cyfleoedd i ddatblygu ein pobl mewn modd mwy cyfannol er mwyn eu helpu i gyrraedd eu llawn botensial, beth bynnag fydd eu cefndir neu eu hamgylchiadau.

Cymru o Gymunedau Cydlynus

Cymunedau atyniadol, hyfyw a diogel sydd â chysylltiadau da.

Trwy sicrhau datblygiad cyfannol ein pobl trwy gynlluniau gan Lywodraeth Cymru sy'n hyrwyddo dysgu ar draws sectorau, yn ogystal â rhaglenni datblygu a chysiau sy'n ystyried effaith ein gwasanaeth ar y cyhoedd, byddwn yn helpu i feithrin synnwyr o berthyn ac undod yn ein cymunedau.



Nod Strategol 2: **EIN CYMUNEDAU**

Byddwn yn gwella diogelwch a llesiant ein cymunedau trwy ymyrraeth gyfannol a thrwy ymgysylltu a'n partneriaid.

Ble yr ydym ni nawr?

Gwyddom fod ein dull gweithredu ataliol wrth ddarparu cyngor, addysg ac ymyrraeth diogelwch tân, ar draws ein Gwasanaeth yn cyfrannu i leihau nifer a difrifoldeb y digwyddiadau brys rydym ni'n ymateb iddynt.

Mae ein dull gweithredu'n cynnwys gweithio gydag ystod o bartneriaid yn y sector cyhoeddus i sicrhau ein bod yn cyflawni'r canlyniadau gorau ar gyfer ein cymunedau trwy ein hymgysylltiad.

Ochr yn ochr â'n gwaith atal, mae gennym drefniadau ar waith i gyflawni ein hymrwymiaidau statudol o ran diogelu rhag tân sy'n cwmpasu'r gofynion diogelu rhag tân newydd a datblygol a nodwyd ar lefel Cymru ac ar lefel y Deyrnas Unedig, gan helpu i gadw busnesau yn ddiogel a sicrhau bod yr economi leol yn gynaliadwy.

Ble yr ydym am fod?

Ein nod yw sicrhau ein bod yn dal i ddarparu'r addysg ac ymyrraeth orau posibl ar faterion atal tanau a diogelwch tân yn yr ardaloedd o'n cymuned lle gwelir yr effaith fwyaf cadarnhaol, gan gynnwys ehangu ein negeseuon, lle bydd hynny'n bosibl, er mwyn cwmpasu pynciau diogelwch a llesiant eraill i gefnogi ein partneriaid.

Mae ymwybyddiaeth o beryglon tân wedi cynyddu'n sylweddol yn y sector fusnes dros y blynyddoedd diwethaf a'n huchelgais fydd ehangu ein negeseuon traddodiadol ynghylch diogelwch tân i berchnogion busnesau er mwyn i'r ymgysylltiad ddarparu mwy o werth byth.

Sut y byddwn yn cyflawni ein Nod Strategol?

Yn ystod 2020-2021 byddwn yn:

Canolbwyntio ar ein Partneriaethau â rhanddeiliaid.

Byddwn yn cyflawni hyn trwy:

- Weithio gyda phartneriaid i nodi cyfleoedd i gynorthwyo ein gilydd i gyflawni amcanion llesiant y cytunwyd arnynt.
- Coladu a rhannu gwybodaeth am y strwythurau a'r llwybrau ar gyfer partneriaid allweddol i sicrhau bod ein negeseuon a rennir yn cael eu darparu ar draws sefydliadau.
- Cytuno ar gyflawniadau clir ar gyfer unrhyw bartneriaid.
- Sefydlu trefniadau rhannu data diogel er mwyn gwella diogelwch a lles dinasyddion.
- Adolygu a gwerthuso llwyddiant ein partneriaethau'n barhaus i leihau dyblygu a sicrhau bod ein trefniadau partneriaeth o werth i'n cymunedau.

Gwella ein Cyfathrebu â'n cymunedau a'n negeseuon allweddol.

Byddwn yn cyflawni hyn trwy:

- Codi ymwybyddiaeth y cyhoedd a phartneriaid o'n agenda ataliol ledled pob maes ymyrraeth ac annog adborth ar ein gweithgareddau.
- Hyrwyddo ymgyrchoedd diogelwch lleol a chenedlaethol, gan gyfeirio ein hadnoddau at y meysydd sy'n cynrychioli'r risg fwyaf.
- Annog gwirfoddolwyr i weithio gyda'r Gwasanaeth ar draws ystod o feysydd i wella ein darpariaeth ac i ddarparu sgiliau a phrofiadau gwerthfawr iddynt.
- Datblygu dulliau ymgysylltu sydd wedi'u cynllunio i gyrraedd ein cynulleidfa darged ac y gall pob un o'n gweithwyr eu defnyddio.
- Cydweithio â Gwasanaethau Tân ac Achub eraill yng Nghymru a phartneriaid eraill i sicrhau bod negeseuon diogelwch yn cael eu hyrwyddo'n gyson ac yn eang.
- Recriwtio a hyfforddi mwy o weithwyr i gefnogi ein hymyriadau ataliol.
- Defnyddio gwybodaeth am berfformiad a gwybodaeth o werthusiadau i hyrwyddo canlyniadau ein hymyriadau, ac i sicrhau ein bod yn darparu'r gwasanaethau y mae eu hangen ar ein cymunedau.

Beth fydd hyn yn ei olygu i chi?

Pam y mae hyn yn bwysig i chi?

Mae iechyd a diogelwch ein cymuned yn bwysicach nag erioed i'n Gwasanaeth. Mae buddsoddi mewn trefniadau atal a diogelu yn elfen hollbwysig o ddarparu cymdeithas ddiogel a chynaliadwy. Rydym yn sylweddoli na allwn gyflawni hyn ar ein pen ein hunain a dyna pam y mae ein gwaith parhaus â phartneriaid a'n gallu i addasu ar gyfer y risgiau newidiol mewn cymdeithas yn golygu bod y Gwasanaeth yn arwain y frwydr i gadw ein cymunedau yn ddiogel.





Nod Strategol 2: **EIN CYMUNEDAU**

Egwyddor Datblygu Cynaliadwy
Pum Ffordd o Weithio.



Hirdymor

Pwysigrwydd sicrhau cydbwysedd rhwng anghenion tymor byr a'r angen am ddiogelu'r gallu i ddiwallu anghenion tymor hir hefyd.

Sut y mae'r nod strategol hwn yn cyfrannu at y pum ffordd o weithio?

Mae gallu'r Gwasanaeth i ymateb ac i ddarparu gwasanaethau rheng flaen effeithiol ar gyfer atal a diogelu yn ein cymunedau yn bwysicach nag erioed ac oherwydd hynny rydym yn dal i ystyried risgiau newydd a risgiau sy'n dod i'r amlwg ac yn rhoi atebion cynaliadwy ar waith gyda'n partneriaid ar gyfer llwyddiant hirdymor.



Atal

Sut y gall gweithredu i atal problemau rhag digwydd neu waethygu helpu cyrff cyhoeddus i gyflawni eu hamcanion.

Sut y mae'r nod strategol hwn yn cyfrannu at y pum ffordd o weithio?

Mae gan y Gwasanaethau Tân ac Achub hanes o lwyddiant wrth ddefnyddio strategaethau ataliol i roi gwybodaeth i gymunedau am risgiau tân er mwyn lleihau achosion o dân.

Rydym yn adeiladu ar y llwyddiant hwn yn barhaus trwy ddarparu negeseuon diogelwch ynghylch ystod ehangach o faterion sy'n cefnogi ein gwaith partneriaeth ehangach â'r sector cyhoeddus.



Integreiddio

Ystyried sut y gall amcanion llesiant y corff cyhoeddus effeithio ar bob un o'r nodau llesiant, ar bob un o'u hamcanion eraill, neu ar amcanion cyrff cyhoeddus eraill.

Sut y mae'r nod strategol hwn yn cyfrannu at y pum ffordd o weithio?

Mae deall anghenion cymdeithasol yn allweddol ar gyfer darparu'r atebion mwyaf effeithiol a gwella diogelwch, iechyd a llesiant yn ein cymunedau a gwnaethom hynny a byddwn yn parhau i wneud hynny, trwy gydweithio'n agos â'n partneriaid yn y Byrddau Gwasanaethau Cyhoeddus a thrwy ein hymgylltiad ehangach â'r trydydd sector.



Cydweithio

Gallai cydweithredu ag unrhyw berson arall (neu wahanol adrannau yn y corff cyhoeddus ei hun) helpu'r corff i fodloni ei amcanion llesiant.

Sut y mae'r nod strategol hwn yn cyfrannu at y pum ffordd o weithio?

Mae ein Gwasanaeth yn gweithio'n effeithiol iawn i greu yn ogystal â hwyluso cynlluniau cydweithio ag ystod o bartneriaid. Mae'r ethos hwn yn cynnal y galw am gydgyhyrchu rhwng partneriaid yn y sector cyhoeddus er mwyn ateb anghenion cymunedau sy'n newid ac yn tyfu'n barhaus.



Cynnwys

Pwysigrwydd cynnwys pobl sydd â diddordeb mewn cyflawni'r nodau llesiant, a sicrhau bod y bobl hynny'n adlewyrchu amrywiaeth yr ardal y maent yn ei gwasanaethu.

Sut y mae'r nod strategol hwn yn cyfrannu at y pum ffordd o weithio?

Mae'r Gwasanaeth Tân ac Achub yn wasanaeth cyhoeddus uchel ei gyflawniad sy'n adlewyrchu'i ddiwylliant cadarnhaol a chroesawus sydd wedi addasu i gyd-fynd â newidiadau a gofynion cymdeithasol modern. Mae'r dull gweithredu hwn wedi sicrhau bod gan y sefydliad y bobl iawn yn ymgysylltu'n iawn â'r gymuned ar bob cyfle.



Nod Strategol 2: **EIN CYMUNEDAU**

Crynodeb o sut y mae'r Nod Strategol yn galluogi'r Gwasanaeth i gyflawni'r Nodau Llesiant

Cymru Lewyrchus

Cymdeithas arloesol, gynhyrchiol, carbon isel sy'n cydnabod y terfynau sydd ar yr amgylchedd byd-eang ac sydd, o ganlyniad, yn defnyddio adnoddau mewn modd effeithlon a chymesur (gan gynnwys gweithredu ar newid yn yr hinsawdd); ac sy'n datblygu poblogaeth fedrus ac addysgedig mewn economi sy'n cynhyrchu cyfoeth ac yn cynnig cyfleoedd cyflogaeth, gan ganiatáu i bobl fanteisio ar y cyfoeth a gynhyrchir drwy gael gafael ar waith addas.

Gall gwella diogelwch trigolion a busnesau trwy raglenni ymwybyddiaeth, addysg ac ymyrraeth, yn ogystal â nodi cyfleoedd i ostwng troseddu, ddod â budd economaidd i boblogaeth wardiau, ardaloedd preswyl, cymunedau, busnesau ac ardaloedd ehangach.

Cymru Iachach

Cymdeithas lle mae llesiant corfforol a meddyliol pobl cystal â phosibl a lle deallir dewisiadau ac ymddygiadau sydd o fudd i iechyd yn y dyfodol.

Trwy roi negeseuon penodol a pharhaus i bob grŵp oedran ar y cyd â'n partneriaid, byddwn yn cyfrannu at wella iechyd y boblogaeth yn ein cymunedau ac yn galluogi busnesau i ffynnu hefyd.

Cymru Gydnerth

Cymdeithas lle mae llesiant corfforol a meddyliol pobl cystal â phosibl a lle deallir dewisiadau ac ymddygiadau sydd o fudd i iechyd yn y dyfodol.

Trwy gyflawni ystod o drefniadau atal a diogelu ochr yn ochr â'n partneriaid, byddwn yn creu cysylltiadau cynaliadwy yn y gymuned ac yn cael effaith gadarnhaol ar fywydau pobl o ran cynyddu ymwybyddiaeth o risgiau tanau mewn cartrefi, mewn busnesau ac yn y gymuned ehangach, gan greu cymunedau mwy cydnerth sy'n llai dibynnol ar wasanaethau cyhoeddus.

Cymru o Gymunedau Cydlynus

Cymunedau atyniadol, hyfyw a diogel sydd â chysylltiadau da.

Trwy weithio gyda'n Byrddau Gwasanaethau Cyhoeddus, byddwn yn gallu cyrraedd a chysylltu â phob rhan o'n cymunedau, dileu ffiniau ardaloedd llai difreintiedig a dileu'r stigma sy'n gysylltiedig ag enw gwael a record wael yng nghyswllt statws cymdeithasol-economaidd.

Cymru sy'n gyfrifol ar lefel fyd-eang

Cenedl sydd, wrth wneud unrhyw beth i wella llesiant Cymru yn economaidd, cymdeithasol, amgylcheddol a diwylliannol, yn ystyried a fydd gweithredu fel hyn yn cyfrannu'n bositif i lesiant byd-eang.

Trwy ddeall ein cymunedau a chael dylanwad cadarnhaol ar eu diogelwch a'u lles ochr yn ochr â'n partneriaid, byddwn yn cyfrannu at greu amgylchedd cadarnhaol i bawb.



Nod Strategol 3: **EIN HAMGYLCHEDD**

Byddwn yn ceisio gwella ein harferion gwaith a'n gweithgareddau yn barhaus gan ystyried ein heffaith hirdymor a byrdymor ar yr amgylchedd. Byddwn yn parhau i geisio lleihau ein hól troed carbon ac yn parhau â'n hymchwil i dechnoleg werdd gynaliadwy ac adnewyddadwy ar gyfer ein fflyd a'n hadeiladau, wrth i ni chwilio am gyfleoedd i gydweithio er mwyn gwella ein heffaith ar yr amgylchedd.

Ble yr ydym ni nawr?

Fel Gwasanaeth, rydym wedi ymrwymo i leihau ein heffaith ar yr amgylchedd ym mhob agwedd ar ein gwaith ac arddel cynaliadwyedd amgylcheddol a thechnoleg werdd wrth wneud hynny. Rydym wedi ymrwymo i wella ein perfformiad amgylcheddol a rhoi ystyriaeth iddo ym mhob un o'n meysydd gwaith.

Mae ein Strategaeth Cynaliadwyedd a'r Amgylchedd 2015-2020 a'n Polisi Amgylcheddol yn disgrifio'r prif egwyddorion ac amcanion sydd gennym i leihau effaith gweithgareddau a gweithrediadau'r Gwasanaeth ar yr amgylchedd.

Mae'r Gwasanaeth yn llunio Adroddiad Amgylcheddol blynyddol, sy'n tynnu sylw at ein cyflawniadau a'n perfformiad amgylcheddol yn y flwyddyn flaenorol.

Yn 2019, cafodd y Gwasanaeth ei chweched ailasesiad llwyddiannus o'r bron ar gyfer Safon Rheolaeth Amgylcheddol y Ddraig Werdd, a hynny ar lefel 5, sef y lefel uchaf posibl. Mae'r safon yn cydnabod ymrwymiad y Gwasanaeth i welliannau amgylcheddol parhaus a deddfwriaeth amgylcheddol, a bu'n gymorth gwerthfawr o ran helpu'r Gwasanaeth i gyflawni'i amcanion amgylcheddol.

Yn y blynyddoedd diwethaf, rydym wedi cymryd camau breision ymlaen o ran gwella'n heffaith ar yr amgylchedd trwy ychwanegu dau gerbyd a yrrir gan hydrogen at ein fflyd a defnyddio mwy o feiciau trydan ar gyfer teithiau lleol. Rydym wedi cynyddu ein defnydd o baneli ffotofoltäig ac wedi gosod paneli newydd ar ddau o'n hadeiladau mwy yn ddiweddar. Yn ogystal, gosodwyd goleuadau deuodau allyrru golau (LED) a thechnoleg arbed ynni yn y rhan fwyaf o'n gorsafodded. Yn fwy diweddar, rydym wedi dechrau gosod pwyntiau gwefru cerbydau trydan ym Mhencadlys y Gwasanaeth, a fydd yn hwyluso defnyddio'r cerbydau trydan nad ydynt yn gerbydau ymateb a brynwyd yn ddiweddar iawn.

Ble yr ydym am fod?

Ein bwriad yw bod yn wasanaeth tân ac achub sy'n gynaliadwy ac yn gydnaws â'r amgylchedd, ac sy'n ystyried datblygu cynaliadwy a materion amgylcheddol ym mhob proses benderfynu; gan gryfhau llesiant economaidd, cymdeithasol ac amgylcheddol ein cymunedau.

Sut y byddwn yn cyflawni ein Nod Strategol?

Yn ystod 2020-2021 byddwn yn:

Prynu ac yn defnyddio llai o blastig untro yn ein Gwasanaeth.

Byddwn yn cyflawni hyn trwy:

- Lleihau'n sylweddol y defnydd o boteli dŵr plastig untro.
- Archwilio cyfleoedd i leihau cyfanswm y deunydd pacio plastig a ddefnyddir o amgylch nwyddau sy'n dod i'r Gwasanaeth.
- Ymchwilio i gyfleoedd i leihau neu i ddileu'r defnydd o ddeunydd pacio plastig untro, a gweithio gyda chyflenwyr yn hyn o beth, ac annog y defnydd o ddeunydd pacio ailgylchadwy.
- Ystyried cyfleoedd i ddefnyddio cynnyrch bob dydd nad ydynt yn blastig, a hyrwyddo dewisiadau amgen ecogyfeillgar.
- Adolygu ein Contractau Rheoli Gwastraff i sicrhau ein bod yn anfon cyn lleied â phosibl o eitemau i safleoedd tirlenwi.

Lleihau defnydd y Gwasanaeth o ynni, a symud i strategaeth ynni fwy cynaliadwy.

Byddwn yn cyflawni hyn trwy:

- Gwella ein systemau ar gyfer monitro ynni ar draws holl stoc adeiladau y Gwasanaeth.
- Ystyried gwelliannau cynaliadwy i'n hystâd, lle bo hynny'n ymarferol, i wella ein seilwaith gwyrdd a'n storfa ynni.
- Cyflwyno perchnogaeth ragweithiol o'r defnydd o ynni ym mhob lleoliad Gorsaf.
- Gweithio i wella atebolrwydd a dealltwriaeth ymhlith yr holl staff o'r defnydd o ynni yn lleoliadau'r Gwasanaeth.
- Gweithio gyda phartneriaid allanol fel Llywodraeth Cymru a'r Ymddiriedolaeth Garbon i archwilio cyfleoedd i leihau'r defnydd o ynni ledled ein hystâd.

Beth fydd hyn yn ei olygu i chi? Pam y mae hyn yn bwysig i chi?

Byddwn yn lleihau ein hallyriadau carbon yn sgil derbyn mwy o gyfrifoldeb am ein gweithgareddau a'u heffaith ar ein hamgylchedd trwy ein gweithrediadau a thrwy arbed ynni.

Byddwn yn ailddefnyddio ac yn ailgylchu mwy er mwyn lleihau'r gwastraff a gynhyrchwn. O ganlyniad, bydd llai o alw am adnoddau newydd a bydd llai o wastraff yn cael ei gynhyrchu ar ein safleoedd gan olygu bod llai o wastraff yn mynd i safleoedd tirlenwi.





Nod Strategol 3: **EIN HAMGYLCHEDD**

Egwyddor Datblygu Cynaliadwy Pum Ffordd o Weithio



Hirdymor

Pwysigrwydd sicrhau cydbwysedd rhwng anghenion tymor byr a'r angen am ddiogelu'r gallu i ddiwallu anghenion tymor hir hefyd.

Sut y mae'r nod strategol hwn yn cyfrannu at y pum ffordd o weithio?

Ymchwilio i dechnolegau newydd a datblygol a datblygu mentrau gwyrdd penodol i gefnogi amcanion amgylcheddol y Gwasanaeth. Bydd hyn yn gofyn am gymorth o ran buddsoddiad a newid ymddygiad ac agweddau staff.

Canlyniad hirdymor y gwaith hwn fydd sicrhau gwasanaeth tân sy'n gyfrifol o safbwynt yr amgylchedd a gwella perfformiad amgylcheddol y Gwasanaeth, gwella defnydd effeithlon o'n hadnoddau a lleihau ein heffaith ar yr amgylchedd.



Atal

Sut y gall gweithredu i atal problemau rhag digwydd neu waethygu helpu cyrff cyhoeddus i gyflawni eu hamcanion.

Sut y mae'r nod strategol hwn yn cyfrannu at y pum ffordd o weithio?

Trwy ddefnyddio technoleg a systemau meddalwedd technoleg gwybodaeth i fonitro a dadansoddi data er mwyn rhoi mesurau ataliol ar waith a chaniatáu i ni wella ein ffordd o weithio, gan leihau allyriadau carbon y Gwasanaeth a chael effaith gadarnhaol ar y gymuned a'r amgylchedd lleol.



Integreiddio

Ystyried sut y gall amcanion llesiant y corff cyhoeddus effeithio ar bob un o'r nodau llesiant, ar bob un o'u hamcanion eraill, neu ar amcanion cyrff cyhoeddus eraill.

Sut y mae'r nod strategol hwn yn cyfrannu at y pum ffordd o weithio?

Cyflawnir nodau gwyrdd y Gwasanaeth trwy integreiddio ac ymgorffori prosesau cynaliadwy o safbwynt yr amgylchedd ar hyd a lled y Gwasanaeth, gan leihau effaith gweithgareddau'r Gwasanaeth ar yr amgylchedd ac ar gymunedau lleol.



Cydweithio

Gallai cydweithredu ag unrhyw berson arall (neu wahanol adrannau yn y corff cyhoeddus ei hun) helpu'r corff i fodloni ei amcanion llesiant.

Sut y mae'r nod strategol hwn yn cyfrannu at y pum ffordd o weithio?

Byddwn yn cydweithio ag aelodau o'r Byrddau Gwasanaethau Lleol a sefydliadau allanol ar brosiectau amgylcheddol pellgyrhaeddol a fydd yn cael effaith gadarnhaol ar gymunedau lleol ac yn caniatáu rhannu arferion gorau a chyfleoedd i ddysgu gwersi.



Cynnwys

Pwysigrwydd cynnwys pobl sydd â diddordeb mewn cyflawni'r nodau llesiant, a sicrhau bod y bobl hynny'n adlewyrchu amrywiaeth yr ardal y maent yn ei gwasanaethu.

Sut y mae'r nod strategol hwn yn cyfrannu at y pum ffordd o weithio?

Mynd i fforymau cyhoeddus ac ymgysylltu â nhw er mwyn helpu i lywio penderfyniadau ynghylch gwella'n hamgylchedd lleol a helpu i lywio mentrau a nodau gwyrdd yn y dyfodol yn ein sefydliad ac mewn cymunedau lleol.



Nod Strategol 3: **EIN HAMGYLCHEDD**

Crynodeb o sut y mae'r Nod Strategol yn galluogi'r Gwasanaeth i gyflawni'r Nodau Llesiant

Cymru Lewyrchus

Cymdeithas arloesol, gynhyrchiol, carbon isel sy'n cydnabod y terfynau sydd ar yr amgylchedd byd-eang ac sydd, o ganlyniad, yn defnyddio adnoddau mewn modd effeithlon a chymesur (gan gynnwys gweithredu ar newid yn yr hinsawdd); ac sy'n datblygu poblogaeth fedrus ac addysgedig mewn economi sy'n cynhyrchu cyfoeth ac yn cynnig cyfleoedd cyflogaeth, gan ganiatáu i bobl fanteisio ar y cyfoeth a gynhyrchir drwy gael gafael ar waith addas.

Defnyddio technoleg werdd newydd ac arloesol i wella a chreu adeiladau mwy cynaliadwy ac ymchwilio i ddatblygu fflyd o gerbydau allyriadau isel iawn nad ydynt yn gerbydau ymateb er mwyn gwella ansawdd aer lleol a lleihau ôl troed carbon y Gwasanaeth Tân. Darparu seilwaith yng ngorsafoedd canolbarth a gorllewin Cymru i hwyluso gwefru cerbydau trydan mewn manau strategol. Helpu i gysylltu cymunedau o gerbydau allyriadau isel iawn ac annog defnyddio cerbydau trydan a cherbydau hybrid yn hytrach na cherbydau syn llosgi tanwydd ffosil.

Cymru Iachach

Cymdeithas lle mae llesiant corfforol a meddyliol pobl cystal â phosibl a lle deallir dewisiadau ac ymddygiadau sydd o fudd i iechyd yn y dyfodol.

Gweithio tuag at hybu bioamrywiaeth yn lleoliadau'r Gwasanaeth er mwyn gwella lles meddwl a gwella ansawdd aer lleol trwy leihau allyriadau carbon y Gwasanaeth trwy gyfrwng technoleg arloesol a chynaliadwy.

Cymru Gydnerth

Cenedl sy'n cynnal ac yn gwella amgylchedd naturiol bioamrywiol gydag ecosystemau iach gweithredol sy'n cynnal cydnerthedd cymdeithasol, economaidd ac ecolegol ynghyd â'r gallu i addasu inewid (er enghraifft newid yn yr hinsawdd).

Meithrin a gwella'r amgylchedd naturiol a bioamrywiaeth ar ein safleoedd lle bydd hynny'n bosibl, er mwyn caniatáu ecosystem iach ar dir y gwasanaeth tân ac ar dir cyfagos. Gweithio gyda phartneriaethau lleol i ddatblygu darpariaeth fapio, cynyddu ymwybyddiaeth ohoni a'i defnyddio yn ystod gweithrediadau mewn ardaloedd â gwerth bioamrywiaeth uchel i ganiatáu defnyddio'r dull rheoli gorau posibl.

Cymru o Gymunedau Cydlynus

Cymunedau atyniadol, hyfyw a diogel sydd â chysylltiadau da.

Cydweithio â phartneriaethau lleol a sefydliadau'r Byrddau Gwasanaethau Lleol er mwyn caniatáu trefniadau gweithio mwy cydlynus. Annog cydweithio â sefydliadau eraill ar brosiectau a allai fod yn gynaliadwy o safbwynt yr amgylchedd, e.e. lleoliadau strategol ar gyfer pwyntiau gwefru er mwyn gwella ansawdd aer lleol.

Cymru sy'n gyfrifol ar lefel fyd-eang

Cenedl sydd, wrth wneud unrhyw beth i wella llesiant Cymru yn economaidd, cymdeithasol, amgylcheddol a diwylliannol, yn ystyried a fydd gweithredu fel hyn yn cyfrannu'n bositif i lesiant byd-eang.

Gweithio gyda chymunedau lleol i ddeall eu hanghenion amgylcheddol a chael effaith gadarnhaol ar lesiant. Ystyried effaith amgylcheddol pob agwedd ar ein gweithgareddau a sicrhau cyfraniad cadarnhaol ar gyfer y Gwasanaeth Tân a'r cymunedau a wasanaethwn fel ei gilydd.



Nod Strategol 4: **EIN DYFODOL**

Byddwn yn clustnodi ffyrdd arloesol o gryfhau a gwella ein prosesau busnes a'n dulliau cyflenwi gwasanaethau i'n cymunedau.

Ble yr ydym ni nawr?

Rydym yn defnyddio amryw o systemau meddalwedd technoleg gwybodaeth i gefnogi ein prosesau busnes. Fodd bynnag, mae'r rhain, at ei gilydd, yn systemau 'arunig' gyda gallu cyfyngedig i ryngweithredu ar draws y llwyfan technoleg gwybodaeth, ac o ran ein swyddogaethau gweinyddu, rydym yn orddibynnol ar systemau papur, biwrocraidd.

O safbwynt gweithredol, mae ein prosesau wedi datblygu fesul tipyn yn ystod y 10-15 mlynedd ddiwethaf Mae lle sylweddol i ddatblygu'r prosesau hyn ymhellach trwy ddefnyddio technoleg gwybodaeth i gefnogi prosesu rheoli digwyddiadau critigol, e.e. terfynellau data symudol, a chasglu gwybodaeth yn sgil gweithrediadau.

Ble yr ydym am fod?

Mae'r Gwasanaeth am gael llwyfan technoleg gwybodaeth sydd wedi'i ddatblygu a'i integreiddio'n llawn er mwyn gwella rhyngweithredu, lleihau beichiau gweinyddol a darparu prosesau darbodus.

Rydym am ddefnyddio technoleg yn well i leihau ein hól troed carbon, lleihau costau a gwella effeithiolrwydd cyffredinol y sefydliad.

Mae'r Gwasanaeth am fanteisio ar bob cyfle i leihau'r peryglon y mae diffoddwyr tân a chymunedau yn eu hwynebu trwy ddefnyddio technoleg, ymchwil a datblygu a thrwy hynny greu diwylliant arloesi sy'n rhoi'r Gwasanaeth ar flaen y gad yn y sector golau glas.

Sut y byddwn yn cyflawni ein Nod Strategol?

Yn ystod 2020-2021 byddwn yn:

Datblygu seilwaith TG sy'n cefnogi ffyrdd amgen o weithio, gan ddefnyddio technoleg i leihau risg weithredol trwy'r ffordd yr ydym yn cyflwyno ein data gweithredol.

Byddwn yn cyflawni hyn trwy:

- Datblygu systemau TGCh sy'n effeithlon ac yn effeithiol ac sy'n cefnogi ffyrdd amgen o weithio.
- Gwella systemau cyfathrebu a gwella'r ffordd yr ydym yn rheoli ein data gweithredol.
- Sicrhau mynediad hawdd at yr wybodaeth gywir, sicrhau cyfathrebu dwyffordd ar yr adeg iawn o'r lle iawn, gan ddefnyddio'r galedwedd gywir.

Creu fforwm i archwilio'r syniadau a'r awgrymiadau gan ein staff; melin drafod a fydd yn rhoi llais i'n Pobl i lywio gwelliant parhaus.

Byddwn yn cyflawni hyn trwy:

- Creu amgylchedd sy'n annog cyfathrebu effeithiol a thryloyw ac sy'n hygyrch i bob aelod o staff.
- Grymuso staff trwy wrando ar eu barn a rhoi cyfle iddynt ddylanwadu ar newid a llywio dyfodol y Gwasanaeth Tân.
- Annog ymgysylltiad ehangach y gweithlu i nodi ffyrdd gwell a mwy arloesol o weithio.

Beth fydd hyn yn ei olygu i chi? Pam y mae hyn yn bwysig i chi?



Bydd y modd yr ydym yn ymgymryd â'n gwaith yn newid er mwyn cadw i fyny ag anghenion ein cymunedau a staff.

Bydd hyn yn sicrhau bod y Gwasanaeth yn manteisio'n llawn ar bob cyfle i weithio'n effeithlon ac effeithiol wrth atal digwyddiadau o argyfwng, amddiffyn ein cyhoedd ac ymateb pan rydym yn derbyn yr alwad.



Nod Strategol 4: **EIN DYFODOL**

Egwyddor Datblygu Cynaliadwy Pum Ffordd o Weithio



Hirdymor

Pwysigrwydd sicrhau cydbwysedd rhwng anghenion tymor byr a'r angen am ddiogelu'r gallu i ddiwallu anghenion tymor hir hefyd.

Sut y mae'r nod strategol hwn yn cyfrannu at y pum ffordd o weithio?

Byddwn yn defnyddio technoleg gwybodaeth i leihau ein hól troed carbon a gwella ein dulliau gweithredu. Bydd gofyn darparu cymorth buddsoddi a hyfforddi, a newid ein ffordd o weithio. Canlyniad mwy hirdymor y gwaith hwn fydd sefydliad mwy clyfar a darbodus, sy'n gallu atal, amddiffyn ac ymateb yn fwy effeithiol.



Atal

Sut y gall gweithredu i atal problemau rhag digwydd neu waethygu helpu cyrff cyhoeddus i gyflawni eu hamcanion.

Sut y mae'r nod strategol hwn yn cyfrannu at y pum ffordd o weithio?

Mae defnyddio technoleg gwybodaeth ar gyfer dadansoddi patrymau a dadansoddeg ragfynegol yn ein helpu i wneud penderfyniadau ar sail gwybodaeth am y math o ymyrraeth a ble a sut y dylai ddigwydd. Mae'n fodd i'r Gwasanaeth ymateb yn fwy priodol i anghenion ein cymunedau, gan leihau'r peryglon y mae ein diffoddwyr tân rheng flaen yn eu hwynebu.



Integreiddio

Ystyried sut y gall amcanion llesiant y corff cyhoeddus effeithio ar bob un o'r nodau llesiant, ar bob un o'u hamcanion eraill, neu ar amcanion cyrff cyhoeddus eraill.

Sut y mae'r nod strategol hwn yn cyfrannu at y pum ffordd o weithio?

Trwy wella ein prosesau technoleg gwybodaeth a busnes ar draws y sefydliad ac integreiddio hynny yn ein ffordd o weithio, byddwn yn gwella'r gwasanaeth a ddarparwn i'n cymunedau. Bydd yn gymorth hefyd i ni integreiddio â gwasanaethau golau glas a phartneriaid eraill a gweithio'n fwy cynhwysfawr i ddarparu gwasanaethau cyhoeddus ehangach.



Cydweithio

Gallai cydweithredu ag unrhyw berson arall (neu wahanol adrannau yn y corff cyhoeddus ei hun) helpu'r corff i fodloni ei amcanion llesiant.

Sut y mae'r nod strategol hwn yn cyfrannu at y pum ffordd o weithio?

Bydd gweithio gyda sefydliadau partner a thrydydd partïon, rhannu arferion gorau a rhyngweithredu mwy yn gymorth i ni ac eraill ymgorffori gwelliannau parhaus, a sicrhau, ar yr un pryd, na fydd ein cymunedau ond yn derbyn gwasanaeth o'r radd flaenaf.



Cynnwys

Pwysigrwydd cynnwys pobl sydd â diddordeb mewn cyflawni'r nodau llesiant, a sicrhau bod y bobl hynny'n adlewyrchu amrywiaeth yr ardal y maent yn ei gwasanaethu.

Sut y mae'r nod strategol hwn yn cyfrannu at y pum ffordd o weithio?

Trwy greu fforymau sy'n cynnig mynediad i bawb, byddwn yn sicrhau cyfraniad torfol wrth benderfynu ar ein ffyrdd o weithio yn y dyfodol. Trwy ddefnyddio'r doethineb torfol hwn sy'n deillio o'r tu mewn i'r sefydliad a'r tu allan iddo, byddwn yn sicrhau ein bod yn parhau i hoelio'r sylw ar anghenion ein pobl a'r cyhoedd.



Nod Strategol 4: **EIN DYFODOL**

Crynodeb o sut y mae'r Nod Strategol yn galluogi'r Gwasanaeth i gyflawni'r Nodau Llesiant

Cymru Lewyrchus

Cymdeithas arloesol, gynhyrchiol, carbon isel sy'n cydnabod y terfynau sydd ar yr amgylchedd byd-eang ac sydd, o ganlyniad, yn defnyddio adnoddau mewn modd effeithlon a chymesur (gan gynnwys gweithredu ar newid yn yr hinsawdd); ac sy'n datblygu poblogaeth fedrus ac addysgedig mewn economi sy'n cynhyrchu cyfoeth ac yn cynnig cyfleoedd cyflogaeth, gan ganiatáu i bobl fanteisio ar y cyfoeth a gynhyrchir drwy gael gafael ar waith addas.

Bydd ein rhaglen ddigido yn fodd i ni wella'r ffordd y darparwn ein gwasanaethau, gan roi gwell gwybodaeth a data deallus i'n staff wrth iddynt hwythau gynorthwyo ein cymunedau ar faterion atal, diogelu ac ymateb. Byddwn yn chwilio'n weithredol am offer, arferion a phrosesau newydd er mwyn sicrhau bod ein personél gweithredol a'r cymunedau a wasanaethwn yn derbyn y lefelau gorau posibl o ddiogelwch ac amddiffyniad.

Cymru sy'n gyfrifol ar lefel byd-eang

Cenedl sydd, wrth wneud unrhyw beth i wella llesiant Cymru yn economaidd, cymdeithasol, amgylcheddol a diwylliannol, yn ystyried a fydd gweithredu fel hyn yn cyfrannu'n bositif i lesiant byd-eang.

Byddwn yn cynnal ymchwil a datblygu effeithiol er mwyn cyfrannu at greu sefydliad arloesol a chynhyrchiol sy'n cydnabod cyfyngiadau'r amgylchedd byd-eang ac yn defnyddio adnoddau'n effeithlon ac yn gymesur.

Cymru sy'n fwy Cyfartal

Cymdeithas sy'n galluogi pobl i gyflawni eu potensial ni waeth beth fo'u cefndir neu eu hamgylchiadau (gan gynnwys eu cefndir a'u hamgylchiadau cymdeithasol-economaidd).

Bydd Cymru sy'n fwy Cyfartal yn derbyn cymorth wrth i ni roi'r gwahanol argymhellion sy'n deillio o Raglen Adolygu'r Gwasanaeth ar waith, trwy archwilio cyfleoedd i ddatblygu ein pobl yn fwy cyfannol er mwyn eu helpu i gyrraedd eu llawn botensial, beth bynnag fo'u cefndir neu eu hamgylchiadau. Gall gwella cysylltedd a digido ein helpu i ddarparu ein gwasanaethau brys a gwasanaethau diogelwch cymunedol i ddinasyddion, gan sicrhau y gallwn ddarparu cyngor a rhaglenni ymyrraeth i helpu unigolion wella eu ffordd o fwy.

Cymru Gydnerth

Cenedl sy'n cynnal ac yn gwella amgylchedd naturiol bioamrywiol gydag ecosystemau iach gweithredol sy'n cynnal cydnerthedd cymdeithasol, economaidd ac ecolegol ynghyd â'r gallu i addasu inewid (er enghraifft newid yn yr hinsawdd).

Byddwn yn parhau i ystyried defnyddio technoleg ac arloesedd newydd yn ein gwasanaeth, lle y gallwn ddeall ein heffaith ar yr amgylchedd yn well a lleihau ein hól troed carbon. Byddwn yn cryfhau ein holl bartneriaid trwy gael y budd mwyaf o'n strategaeth, polisiau a chynlluniau rheoli asedau, a thrwy gynnwys partneriaid mewn dewisiadau yn y dyfodol.

Cymru o Gymunedau Cydlynus

Cymunedau atyniadol, hyfyw a diogel sydd â chysylltiadau da.

Byddwn yn cyfrannu at Gymru o Gymunedau Cydlynus wrth i ni ystyried a defnyddio cyfleusterau yn y gymuned a gweithio ar y cyd â sectorau a sefydliadau newydd a chyfredol. Bydd hyn oll yn gymorth i feithrin synnwyr o berthyn ac undod ymhlith cymunedau sydd â chysylltiadau da. Pan fyddwn yn datblygu prosiectau a phrosesau newydd, byddwn yn ymgysylltu â rhanddeiliaid a phartneriaid allweddol yn y gwasanaethau brys eraill ac mewn sectorau eraill, gan gyfrannu at greu cymunedau mwy diogel sydd â gwell cysylltiadau.

Rhagor o wybodaeth

Mae ein gwefan yn cynnwys gwybodaeth fanylach am y meysydd yr adroddwyd amdanynt yn y ddogfen hon. Yn y rhan o'n gwefan sy'n ymwneud â pherfformiad, cewch wybodaeth am y canlynol:

- Cynlluniau Corfforaethol
- Cynlluniau Gwella Blynyddol
- Adroddiadau Ymgynghori
- Adroddiadau Swyddfa Archwilio Cymru
- Adroddiadau ynghylch Dangosyddion Perfformiad Cymru
- Siarter Ymateb i Danau mewn Anheddau ar gyfer Cymru Gyfan

Byddem yn croesawu eich sylwadau neu'ch awgrymiadau ar gyfer gwella cynlluniau yn y dyfodol.

I roi adborth, gallwch gysylltu â ni trwy ein gwefan www.tancgc.gov.uk trwy ffonio **0370 60 60 699** neu trwy ysgrifennu atom: Pencadlys Gwasanaeth Tân ac Achub Canolbarth a Gorllewin Cymru, Heol Llwyn Pisgwydd, Caerfyrddin, SA31 1SP.

Fel arall, gallwch anfon neges e-bost atom post@tancgc.gov.uk

Fersiynau Amgen

Mae'r ddogfen hon ar gael mewn fformatau hygyrch hefyd. Os hoffech gael yr wybodaeth hon mewn iaith neu fformat arall, gan gynnwys ffeil sain.

Cysylltwch â ni trwy ffonio: **0370 6060699**
neu trwy anfon neges e-bost i: post@tancgc.gov.uk



POWYS PUBLIC SERVICES BOARD

<p>Step</p>	<p>Step 3 - Work with and influence others to improve our transport infrastructure, our existing transport links and develop a sustainable and integrated approach for planning and delivery.</p>
<p>PSB lead</p>	<p>Assistant Chief Fire Officer, Mid and West Wales Fire and Rescue Service, Iwan Cray.</p>
<p>Partners/stakeholders involved</p> <p>Interested parties identified during the engagement or who could help deliver?</p>	<p>Mid and West Wales Fire and Rescue Service, PAVO, Powys Teaching Health Board, Brecon Beacons National Park, Natural Resources Wales, Powys County Council, Dyfed Powys Police, Welsh Government, Powys Community Safety Partnership.</p>
<p>Scope of the step</p> <p>What needs to be done to deliver the step?</p>	<p>The Public Sector in Powys provides a lot of transport within the county and there are opportunities to improve the way we do this, potentially making better use of what we have, including community transport, and providing additional benefits to our communities.</p> <p>The PSB need to work collectively to make the case for Powys on the national and regional government for investment in transport including the provision of electric charging points and refuelling points for emerging fuels.</p>
<p>Where are we now?</p> <p>Current position, knowledge, information</p>	<p>Four meetings of the Step 3, Transport Infrastructure group have been held, with a further meeting scheduled to take place on the 13 September. The Group have established that there needs to be a commitment to understanding each other's day to day and strategic challenges, with reaching agreement on where we can help each other, avoid duplication and share data etc. Possibly step into a "place of mutual aid?".</p> <p>Discussions have taken place with regards to what needs to be done to deliver the Step, which includes; reducing the number of road deaths and injuries, improving road structures, connecting people better, making Powys an easier place to get to and travel through, and increasing the number of electric charging points in Powys.</p> <p>The Step 3 Group is now looking at ways, as a collective between public, private and third sector partners to deliver holistic and long-term solutions for the people of Powys going forward to 2040. This can only be achieved by sharing</p>



POWYS PUBLIC SERVICES BOARD

	<p>knowledge, data and resources to deliver workable solutions for the long term.</p> <p>At this early stage, the Step 3 Group is already looking to site electric charging points at locations that can be shared amongst Public Sector partners and members of the community. We are also seeking further clarity from Welsh Government on a revised road safety strategic direction to enable the Community Safety Partnership in Powys to work with others on common themes around road safety.</p> <p>One of the other main focusses going forward will be around Road Safety Awareness Campaigns and improving road engineering, however, Step 3 will widen the scope of the road infrastructure in Powys to include bus and train links and timetables etc.</p>
<p>Activity to date What has been done already?</p>	<p>Data on the Fire and Rescue Service’s statistics have been circulated to Step 3 partners and the Fire Service have also conducted a transport infrastructure questionnaire at the Cruz Cymru event which took place in June 2018, which has also been distributed to partners.</p> <p>The Group have also identified cross cutting themes or linkages with the other Steps in the Powys Well-being Plan. These include;</p> <p>Step 5 – Step 3 could potentially contribute to step 5 by helping the drivers of Powys to remain as safe and independent for as long as possible.</p> <p>Step 6 – Step 3 could also potentially improve step 6 in terms of improving bus and road networks to enable young people to reach employment locations and colleges.</p> <p>Step 7 – Electric charging points in Powys.</p> <p>Step 8 – Contribute to the environment strategy through the addition of charging points.</p>



POWYS PUBLIC SERVICES BOARD

	<p>Step 9 – Step 3 could also contribute to step 10, but improving the road network, bus timetables, charging points for PEV vehicles etc.</p> <p>Step 10 – Step 3 could potentially contribute to step 10 by improving the transport infrastructure and accessibility to Powys, therefore encouraging inward investment and businesses remaining / relocating to Powys.</p> <p>Step 11 &12 – Step 3 could be able to contribute to steps 11 & 12 in terms of improving (or narrowing) social exclusion and isolation.</p> <p>The actions for the Group have been agreed and included in the Step 3 Delivery Plan.</p>
<p>Activity for coming 3 months What do you plan to do?</p>	<ul style="list-style-type: none"> • Sharing information on interventions and campaigns being undertaken by individual organisations through promotion on partner organisations’ websites. • Make enquiries about the What3Words app, with the hope of the PSB making a commitment to promoting the information and the use of the App. • Attempt to lobby Welsh Government with regards to the lack of transport services in Powys. • Invite representatives from Adult and Children Services to attend future meetings. • Make enquiries with the DVLA regarding the number of elderly drivers who have had their licences revoked and gather further information about the Fitness to Drive course. • Sustainability – Link with Step 7 and raise awareness in the PSB, that several partner organisations are looking at installing electric charging points in Powys – NRW, Powys Teaching Health Board, Powys County Council and Brecon Beacons National Park. Discuss the locations of the charging points and undertake a mapping exercise to identify locations, and access appropriate levels of grant funding and/or cost sharing arrangements. – Awaiting confirmation of



POWYS PUBLIC SERVICES BOARD

	<p>replacement for Prys Davies to be able to progress this action.</p> <ul style="list-style-type: none"> • Submit a request to the PSB to provide strategic direction to the Road Safety Partnership element of the CSP, in order to re-energise the work currently being undertaken, and also assist with providing influence regarding data and information sharing to allow successful planning for the RSP. • Potential requirement for the newly formed Welsh Government’s All Wales Road Safety Group to provide strategic direction and data sets to local RSPs. • Discuss and identify alternative methods of transport and different models of Community Transport in Powys. • Invite current transport providers to present to the group any future strategies that they are developing to ensure alignment of approach. • Report the outcome of the challenge to the dial a ride permits.
<p>Barriers Is something/someone getting in the way?</p>	<p>Regular attendance by partners to ensure a consistent approach in helping the Step to progress.</p> <p>Data sharing – Inconsistencies with the data being shared and readily available between partners has been raised as an issue.</p>

Date: 08 November 2019



POWYS PUBLIC SERVICES BOARD

<p>Step</p>	 <p>06 Develop a holistic approach to skills and lifelong learning, which offers a range of formal and informal opportunities, including apprenticeships and traineeships</p>
<p>PSB lead</p>	<p>Dr Caroline Turner Chief Executive Powys County Council</p>
<p>Partners/stakeholders involved</p> <p>Interested parties identified during the engagement or who could help deliver?</p>	<p>Cambrian Training Company, Powys County Council, NPTC Group of Colleges, Careers Wales, PAVO, Special and Secondary schools in Powys.</p>
<p>Scope of the step</p> <p>What needs to be done to deliver the step?</p>	<p>Skills and Lifelong learning are an integral part of, not just step 6 of the Powys Wellbeing Plan, but each of the 12 steps. These steps can only be achieved by having the 'right people with the right skills in the right job'.</p> <p>All PSB Members have employment needs, as do the majority of businesses, and an important element in planning for the future is identifying skills gaps. This can then be addressed by a range of measures, such as upskilling the existing workforce, by undertaking an apprenticeship or employing an apprentice or trainee to 'grow your own'. A key element is matching skills gaps to training opportunities provided by a range of training providers.</p>
<p>Where are we now?</p> <p>Current position, knowledge, information</p>	<p>Careers Festival</p> <p>The Careers Festival has been arranged for 4th March 2020 and this event is attended by secondary and special school pupils, students from NPTC Group of Colleges in Newtown and Brecon. The purpose of the Careers Festival is to inform young people of the opportunities and learning pathways which are available to them as 'one size does not fit all'.</p> <p>This event is attended by the PSB partners to promote the career pathways which are available within their respective organisations.</p>



POWYS PUBLIC SERVICES BOARD

	<p>The main stage events for March 2020 will include a presentation on apprenticeships and to hear first-hand how this can benefit both the young person and the prospective employer. There is also a presentation on entrepreneurship and the Young People will hear from former pupils who went to High Schools in Powys who now work in media and entrepreneurship.</p> <p>Mapping of Activities relating to Skills</p> <p>Discussions have taken place with regards to identifying what skills are currently happening within the Council and the health board. This will link with Step 6 as this can only be achieved by working collaboratively with our partners to improve opportunities for all people in Powys regardless of their age.</p> <p>These meetings have also identified that closer links need to be made with the RLSP and RPB. This will also link with Step 10 (Mid Wales Growth Deal) as the economy cannot grow without the appropriate workforce in place.</p>
<p>Activity to date</p> <p>What has been done already?</p>	<p>2020 will be the fourth year that the Careers Festival will be held in Powys. Evidence has shown that this is attended by approximately 3,000 young people. It has raised awareness of apprenticeships and one young person who attended the Careers Festival secured an apprenticeship at the BBC.</p>
<p>Activity for coming 3 months</p> <p>What do you plan to do?</p>	<p>Careers Festival</p> <ul style="list-style-type: none"> • The PSB have a stand at the Careers Festival to have the opportunity to engage with young people <p>Mapping of Activities relating to Skills</p> <ul style="list-style-type: none"> • The Step Lead will examine the membership of the various multi-agency groups working towards this Step to ensure all appropriate partners are invited and encouraged to attend to gain maximum value from joint working • Raise awareness of the Adult Community Learning Partnership and how to access further learning if you have completed your secondary education • Establish stronger links with the Regional Learning and Skills Partnership



POWYS PUBLIC SERVICES BOARD

<p>Barriers</p> <p>Is something/someone getting in the way?</p>	<p>Raising awareness to all citizens of Powys of how to either employ an apprentice or become an apprentice and to avoid the stigma that an apprenticeship is a 'lesser qualification' than a degree. If a person must travel outside Powys to do their training for the apprenticeship how is this done?</p>
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Date: 3rd December 2019

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POWYS PUBLIC SERVICES BOARD

<p>Step</p>	<p>STEP 11 - Implement more effective structures and processes that enable a multiagency community focused response to wellbeing, early help and support.</p> <p>STEP 12 - Develop our organisations' capacity to improve emotional health and wellbeing within all our communities.</p>
<p>PSB lead</p>	<p>Carol Shillabeer CEO Powys Teaching Health Board</p>
<p>Partners/stakeholders involved</p> <p>Who has been involved/how have they contributed/ additional stakeholders</p>	<p>The partners currently involved include Health, Social Care, Education, Housing, Leisure and PAVO but we anticipate that there will be opportunities of working with other partners in the co- design and delivery of the new integrated model.</p>
<p>Scope of the step</p> <p>What needs to be done to deliver the step?</p>	<p>The North Powys Wellbeing Programme contributes to the delivery of steps 11 and 12 through acting as a pilot site for the testing of these two steps via the development and implementation of a new integrated model for North Powys. This programme will measure the impact of the change and develop an evaluation report with recommendations for PSB to consider this in relation to further roll out of steps 11 and 12 across Powys through separate governance arrangements.</p> <p>The North Powys Wellbeing Programme will provide assurance to PSB members regarding oversight and delivery for the piloting of steps 11 and 12 in North Powys.</p>
<p>Where are we now?</p> <p>Current position, knowledge, information (timeline)</p>	<p>There is an ambition across partner organisations to develop a new integrated model in North Powys. This could be a once in a generation opportunity to bring partners together to transform the way we currently work with the aim to improve health and wellbeing.</p> <p>The programme will deliver:</p> <ul style="list-style-type: none"> • Proof of concept: A multi-agency wellbeing campus concept has been developed across the partners and needs to be tested on a preferred site in Newtown. • Co-design and delivery of a new integrated model across north Powys • Accelerate delivery of key aspects of the integrated model which sit under the transformation bid. • Pilot and test steps 11 and 12 of the PSB wellbeing plan under the model of care work stream group. • Partnership approval business cases from SOC – FBC to secure Welsh Government funding for a multi-agency wellbeing campus for North Powys to be located in Newtown.



POWYS PUBLIC SERVICES BOARD

	<ul style="list-style-type: none"> • Impact assessment undertaken and necessary plans and arrangements in place to deliver the new integrated model in north Powys. <p>A programme mandate has been approved and funding of £2.5m has been secured from WG to accelerate change and support delivery of the broader programme.</p> <p>Programme work streams are well established and developing outputs in line with the programme plan, however there have been some delays to the plan due to resource issues.</p>
<p>Activity since last update What has been done to date?</p>	<ul style="list-style-type: none"> • The proof of concept work has been completed. This includes the identification of a preferred site for a multi-agency campus in Newtown and the testing of how the vision/concept could fit on the preferred site through different layout options. This external report and its recommendations were approved by PCC Cabinet on 19th February 2019. • First phase of public, community, staff and partner engagement complete. Engagement report developed. • A draft model of care has been co-produced with public, staff, partners and other key stakeholders. This has been approved by Programme Board for further engagement/feedback. • A draft case for change has been prepared this includes detailed wellbeing assessment and baseline service mapping. • Internal resource has been allocated to the programme, however there continue to be delays to securing additional key posts within the programme team, this is resulting in issues to delivery of the plan. • Programme governance arrangements are in place and have been reviewed and streamlined. • Business cases approved to accelerate the repatriation of looked after children and to accelerate targeted public health prevention to improve outcomes for children in north Powys. • The programme plan has been revised. Final dates for business cases are subject to securing external resource.
<p>Activity for coming 3 months What do you plan to do?</p>	<ul style="list-style-type: none"> • Undertake phase 2 stakeholder engagement on the draft model of care. • Cabinet and Board approval of the final model of care. • Start detailed work on the business cases required to support the Multi-Agency Wellbeing Campus. • Programme resource plan fully implemented.



POWYS PUBLIC SERVICES BOARD

	<ul style="list-style-type: none"> • Implement plans, agree evaluation measures and secure additional capacity to repatriate looked after children and accelerate targeted prevention. • Further development of revenue business cases to support other project areas targeted for acceleration of change. • Initiate discussions around the piloting of the PSB wellbeing steps 11 and 12. • Develop monitoring and evaluation framework for the programme.
<p>Barriers</p> <p>Is something/someone getting in the way?</p>	<p>The programme timescales continue to be challenging with the current resource, focus of workstreams is now moving towards achieving the business case within the revised timescales.</p> <p>The programme team are mindful of organisational change taking place across partner organisations. Care is being taken to ensure that engagement with clinical, professional and managerial colleagues is carefully managed within a landscape of organisational change.</p>
<p>Issues for consideration by the PSB</p> <p>How can the PSB resolve the problem?</p>	<p>There are issues around resource which are being managed by the Programme Board.</p>
<p>Emerging stories</p> <p>Good news stories, something to share, examples of how the PSB is making a difference.</p>	<p>Outputs from the engagement events.</p> <p>Publication of the draft model of care.</p>

Date: 05/12/2019

Report approved by Hayley Thomas /Ali Bulman North Powys Programme Senior Responsible Officer

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