

Public Service Board

Meeting Venue
By Teams

Meeting Date
Thursday, 25 June 2020

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	CHAIR
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To welcome attendees and receive any apologies.

2.	COVID-19 UPDATE	CHAIR
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PSB partners to share examples of recent partnership working success and to discuss the letter received by the Minister for Housing and Local Government, Julie Jones MS.

(Pages 3 - 4)

3.	2019-2020 ANNUAL REPORT	EMMA PALMER
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To consider the draft Annual Report and provide feedback.

Note the actions and deadlines outlined in the timetable below to ensure the Annual Report is published by July 2020 in accordance with the Well-being of Future Generations Wales Act.

- Step Leads to make final amendments to the report by 10th July
- Welsh Translation from 10th July – 24th July
- Publication of English and Welsh versions on PSB partner websites by 31st July
- Press release

(Pages 5 - 26)

4.	WELL-BEING STEP 7 DELIVERY PLAN	NIGEL BRINN
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Carbon Positive Strategy - Outline of next steps and endorsement for the process for reviewing and signing-off the strategy currently in development.

(Pages 27 - 30)

5.	COVID-19 IMPACT / WELL-BEING ASSESSMENT	EMMA PALMER
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To present the Council's initial assessment of the impact of COVID19 on the county. PSB partners to consider opportunities for sharing information and discuss how this work will feed into the next Full Well-being Assessment that the PSB will have to complete by May 2021.

6.	SUPPORT LOCAL POWYS	EMMA PALMER
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To provide an overview of the marketing campaign that Powys County Council are launching to support local businesses and seek PSB partner support to participate in the campaign.

7.	THE FUTURE GENERATIONS REPORT 2020	FOR INFORMATION
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Summary of the recommendations set out in the Future Generations Commissioner for Wales report, that was published in May 2020.

(Pages 31 - 52)

8.	MINUTES AND MATTERS ARISING	CHAIR
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To approve the minutes of the previous meeting held on 19th December 2019 and consider any matters arising.

(Pages 53 - 58)

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

10.	DATES OF FUTURE PSB MEETINGS	CHAIR
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25th September 10-1, (Fire Station Llandrindod) 10-1 am

17th December 10-1 (Committee Room A, County Hall, Llandrindod)



To: Chairs of Public Services Boards

8th June 2020

Dear Chairs

I am writing to you regarding the vital role I see Public Services Boards playing over the coming months as we enter the recovery phase of the Covid-19 pandemic.

Firstly, I would like to thank you for all the hard work you and your colleagues have been doing during this pandemic. I have been speaking to many of you regularly over recent weeks and I know the efforts you have been putting into the response to Covid-19. I appreciate for many the normal work of PSBs has been put on hold while you focus on the immediate response.

However, in all parts of Wales, public sector organisations are now looking ahead to the recovery phase of the pandemic and it is important that this recovery is approached as a shared endeavour – building on the way public services have come together and worked together in the immediate response to Covid-19.

Covid-19 and its effects on communities in Wales has revealed some stark contrasts and public services will need to consider the social, economic, environmental and cultural impact of the pandemic which in many places could be felt for years to come.

You and your Boards will have an important role to play in considering, and co-ordinating, this longer term response to the impacts of Covid-19 on communities, and I know that many of you are already reflecting on this. This should be seen as an opportunity to drive transformation in how services are delivered, seeking to achieve environmental, social, cultural and economic benefits in the new ways of working that responding to Covid-19 has required. For example, considering collaborative decisions on digital transformation, safe active travel, housing infrastructure and place-making. The response will require increased collaboration and sharing of resources; as well as recognising that in many service areas there has needed to be a fundamental change in how they operate.

It must be emphasised that this should not be considered as a new or additional role for PSBs. This is a continuation of your core work in improving the well-being of your areas; but done in a way that recognises the positive and negative impacts of and responses to Covid-19.

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Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

With this in mind, it would make sense to reflect on whether the well-being objectives and priorities set in your Local Well-being Plan are still the right focus for your Board or need to be refocused. Our view is that, unless there are significant changes in the overarching objectives, there would be no need to formally review your plans and consult on them at this time.

Whilst we want to be clear about our vision for the role we see for PSBs during the recovery phase, I should add that it is not Welsh Government's intention to be prescriptive about the aspects of recovery planning you should focus on, other than to say that it is our expectation that PSBs should step into this space.

The Well-being of Future Generations Act should be at the heart of all recovery work. The Future Generations Commissioner's recently published Future Generations Report sets out her recommendations on how you can apply the Act to your work including: in setting and meeting well-being objectives, in providing advice, case studies and 'Big Ideas' from Wales and across the world on new and innovative ways of working. This will assist you in how you approach recovery. I have shared this letter with the Commissioner, who is supportive of this approach, and is keen to collect positive or negative stories emerging from the crisis in order to share practice and would like to support you as you refocus your collaborative work.

There will be some areas of the recovery that would not sit with PSBs and would be picked up by, for example, those dealing with health and social care issues (where Regional Partnership Boards would lead) and economic recovery (which would largely be the focus of the city and growth deals). PSBs should work in collaboration with these partnerships and involve other stakeholders to enhance integration, avoid any gaps or indeed to avoid duplication in the recovery effort.

I would encourage you to consider doing this work on wider regional/sub-regional levels rather than working individually. The immediate response has been co-ordinated, to good effect, on a Local Resilience Forum footprint and you will be aware that Strategic Coordination Groups are keen to move onto the next phase of recovery and are already talking about establishing Recovery Coordinating Groups on the same footprint. It would make sense for PSBs to consider how you engage with these structures to ensure that your work aligns with the wider recovery planning underway.

I would welcome your views on how your board intends to approach its work over the coming months.

Yours sincerely



Julie James AS/MS
Y Gweinidog Tai a Llywodraeth Leol
Minister for Housing and Local Government

Powys Public Service Board



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Towards 2040

The Powys
Well-being Plan

*Annual
Report*

2020



A message from the Chair

Welcome to the Powys Public Service Board's (PSB) second Annual Report since the launch of our [Well-being Plan: Towards 2040](#), back in 2018. When we developed our plan, we would never have predicted that we would be working together to respond to a global pandemic. But that was the situation we found ourselves in as we came to the close of our second year of delivery.

All PSB organisations have been working tirelessly to ensure the most vulnerable residents in Powys have been supported through these testing times. It has become apparent how valuable it is for us all to work together for the good of our communities and I am proud of the commitment each PSB member has shown. Powys Public Service Board members have been working as part of the Dyfed Powys Local Resilience Forum to manage the outbreak, to protect residents, and to ensure continuity of critical services. Some examples of the work we have undertaken as part of our emergency response include:

- Welfare Calls made to Powys residents identified as either shielding or vulnerable to establish if there any care and support needs that can be supported through Powys County Council, Third Sector or Welsh Government food parcels.
- Start of programme of assistance and support within Powys to support local businesses through activities such as the creation of a 'Help for Business' live webpage, detailing daily updates of support available and the administration of Business Rates relief amongst other financial activities.
- 13 Emergency Childcare Hubs have been established to provide childcare to support critical emergency workers, NHS staff, and social care workers, as well as vulnerable children.
- Alongside PAVO and PTHB the Community Sector Emergency Response Team (C-SERT) has been established to assist with supporting our communities.

While this report focusses more on the progress that we have made from April 2019- March 2020 on the 12 Well-being Steps in our plan, it also sets out the challenges we now face in responding to the short and long term impacts of COVID-19.

As you read our report, you will see that several achievements have been made across all our well-being steps. However, many of our projects are long-term and therefore it will take time to be able to demonstrate the impact they are having. As we move forward, we will build on the engagement that we have already being doing with our communities to ensure our plans reflect their needs and aspirations.

Cllr Rosemarie Harris

Chair of the Powys Public Service Board

What is this Annual Report?

This is Powys Public Service Board (PSB) second Annual Report. It highlights work that the PSB has done during 2019-2020 to deliver the objectives in Towards 2040 Our Well-being Plan. These objectives focus on the priorities which the residents and communities of Powys told us are most important to improving well-being in Powys. We launched our [Well-being plan](#) in July 2018 and published our first annual report in July 2019. Our first year of delivery focussed on planning and prioritising activity for each of the 12 steps in our plan and considering how we can fully embrace the sustainable development principles in our work. This helped to create a clear roadmap for delivering our plan during 2019-20.

What is the Powys Public Service Board?

The Public Service Board (PSB) is a statutory strategic partnership established under the [Well-being of Future Generations \(Wales\) Act 2015](#). It requires key local organisation in Powys to work together and take a more co-ordinated and long-term approach to the issues that really matter to the people of the county. In doing so, the PSB must assess the state of well-being locally, set objectives and produce a plan designed to improve economic, social, environmental and cultural well-being in the local area. The statutory partners that make up the board are:



Gwasanaeth Tân Ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd
Addysgu Powys
Powys Teaching
Health Board



Other organisations who play a key role in the PSB include the Brecon Beacons National Park Authority, Powys Association of Voluntary Organisations, Dyfed Powys Police, the Police and Crime Commissioner, Welsh Community Rehabilitation Company, Welsh Government and Town and Community Councils.

What are the objectives in Towards 2040 Our Well-being Plan?

- *People in Powys will experience a stable and thriving economy*
- *People in Powys will enjoy a sustainable and productive environment*
- *People in Powys will be healthy, socially motivated and responsible*
- *People in Powys will be connected by strong communities and a vibrant culture*

Well-being 12 steps

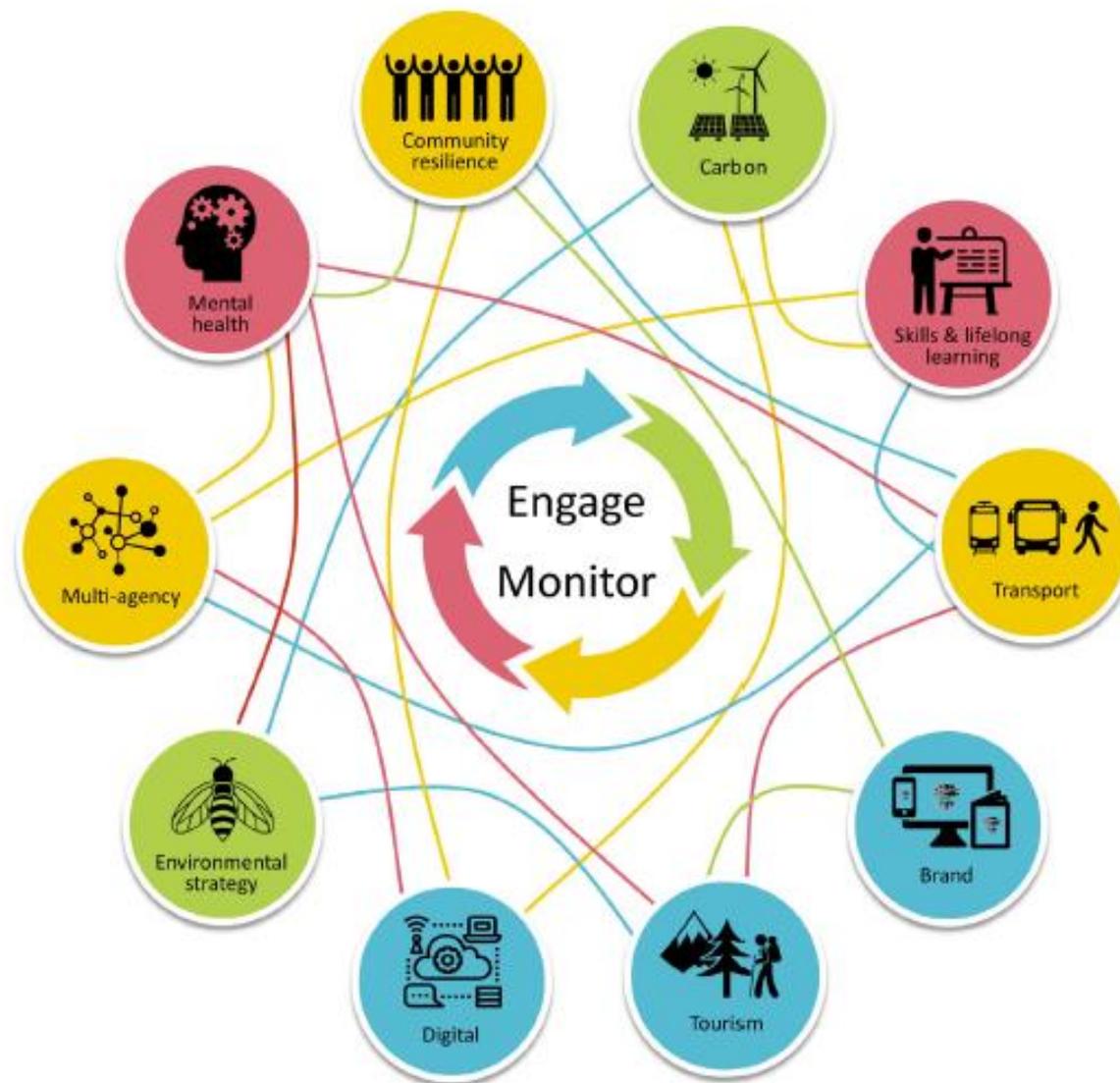


Our four objectives set out the goals we are aiming for in the longer-term. To help us reach these goals we agreed an initial 12 **Well-being Steps** to focus on delivering in the shorter term.

These are collective steps, where we need to work together and enhance the work we're doing as individual organisations and communities. None of these steps can be delivered in isolation and each will have an impact on the others. For example, better digital infrastructure will help with providing better care for those who need it; improved public transport will encourage tourism. The PSB is working **collaboratively** to ensure we make the most of these links and opportunities and challenge ourselves, and others, when things get in the way of doing what we've agreed we will.

Each of the 12 Steps is being led by a PSB partner, whose responsibility is to ensure that work is progressing as planned, and that results are being delivered.

This report looks at each of the steps in turn and includes examples of the partnership work undertaken by the Powys Public Service Board during 2019-20.



Well-being Step



Actively engage with residents, communities and key stakeholders to promote, shape and deliver our vision for

2040.
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Lead organisation:



Our vision is ambitious, and it can't be achieved without the help of others. We will need the contribution of businesses, communities, third sector organisations, colleges and others to improve well-being in Powys and achieve our vision for the future of Powys. As a PSB, we need to be enthusiastic about the vision and what it will achieve and promote that whenever we're dealing with stakeholders. We will use the vision as a golden thread when talking to other organisations and ensure that all those we work with are aware of the vision and what the PSB is doing to make it a reality.

What have we been working on during 2019-2020?

- ✓ We held an engagement event with Town and Community Councils in September 2019. Representatives from 15 Town and Community Councils from across Powys took the opportunity to learn more about the plans of the PSB and have a say on what the priorities are for their local area. A number of valuable themes emerged from the event and these have been fed back to relevant lead organisations to consider as part of updating the step delivery plans.
- ✓ One Voice Wales became invited members of the PSB and now has two representatives who attend the PSB meetings on an alternate basis, to participate in discussions and support the delivery of Towards 2040 Our Well-being Plan.
- ✓ We developed a series of short videos explaining what work is being undertaken to deliver each of our 12 Well-being Steps and how we are planning for the longer term. You can access these videos here: <https://en.powys.gov.uk/article/7509/Well-being-12-steps-progress>
- ✓ We engaged with residents on several of our Well-being Steps – more detail on the specific engagement activities is included in this report under the relevant steps.
- ✓ We continued to engage with the PSB Scrutiny Committee as one of our key stakeholders and considered their recommendations in developing our delivery plans.

What do we plan to do in 2020-2021?

- ✓ Develop a Communications Plan to raise awareness of the work of the PSB and its achievements.
- ✓ Make improvements to the PSB website to ensure useful information can be easily found and linked to other relevant partnerships.
- ✓ Explore and cost-up options for a joint engagement platform.
- ✓ Provide engagement opportunities for people to get involved and inform PSB projects where possible. Increase use of social media and digital technologies to reach people, especially the younger generation.
- ✓ Align communications and engagement with other partnerships where possible and promote PSB work at key events.

What challenges do we face?

- ✓ The actions we have planned over the next year were reliant on us receiving funding from Welsh Government (WG); however, this has now been withdrawn as a result of WG needing to re-prioritise funding towards supporting the COVID-19 response. Successful progression of the actions will now rely on available capacity across PSB partner organisations.

Well-being Step



Establish a simple and effective performance management framework to monitor progress in delivering the well-being steps and achieving the vision

Lead organisation:



We need to know if what we're doing is making the differences we want. The PSB will create a transparent way of assessing the effectiveness of our Well-being Steps, as they are being developed, in achieving the vision so that everyone can see the progress that's being made.

What have we been working on during 2019-2020?

- ✓ We established a Step 2 Working Group to review existing performance reporting tools, and group members met throughout the year to understand existing performance reporting arrangements and identify potential common approaches.
- ✓ We developed a draft common reporting framework across PSB partners and started to trial this to see if it meets partner needs for each of the Well-being Steps.
- ✓ We presented our work at the PSB Scrutiny Committee Meeting on January 14th 2020, with favourable feedback in relation to the work undertaken to date.

What do we plan to do in 2020-2021?

- ✓ We plan to gather further feedback on use of the draft framework to date in 2020-21.
- ✓ We plan to review the new approaches and tools now available to see if the draft framework can be further refined for the benefit of each partner.

What challenges do we face?

- ✓ Achieving take up of a common performance reporting framework is proving to be more challenging than anticipated.
- ✓ We still need to agree a mechanism for aligning the work of the Regional Partnership Board in relation to Steps 11 & 12.
- ✓ We need to secure resources to better co-ordinate performance reporting across the 12 Steps.
- ✓ Several partners are having to develop new performance reporting frameworks and tools as existing systems are about to end.
- ✓ Personnel changes within the Working Group have hampered progress to date.

Well-being Step



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

Lead organisation:



The rural nature of Powys means that frequent travel is inevitable whether for work or leisure and being able to get around Powys and beyond easily and safely underpins the 2040 vision. There are cycle routes and bus services available, however, they are not as connected, convenient or safe as they could be. People can find themselves isolated because they are no longer able to drive due to age or ill health. 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. The PSB will work collectively to make the case for Powys with national and regional government for investment in transport, including the provision of electric charging points and refuelling points for emerging fuels.

What have we been working on during 2019-2020?

- ✓ Reviewing information and building integrated maps to see where we can connect travel routes and facilitate safe active travel e.g. walking or cycling.
- ✓ Mapping all existing community travel services available in the county and sharing it with the people who need it.
- ✓ Installing strategically placed electric vehicle charging points in liaison with our partners and registering them on ZapMap to help our citizens locate them easily.
- ✓ Sharing information with all partners for a joined-up transport and infrastructure approach throughout Powys.
- ✓ The Road Safety Partnership (RSP) has been re-established and is sharing data to enhance partnership working.

What do we plan to do in 2020-2021?

- ✓ Consult with local residents about ideas to improve active travel to enable safe walking and cycling routes.
- ✓ Identify who needs access to community travel and develop solutions for where the gaps are currently.
- ✓ Increase the provision of electric vehicle charging points to support our environmental policies.
- ✓ Investigate options for investment from regional and national government to help us make these improvements.

What challenges do we face?

- ✓ The improvements we would like to make are a significant financial expense, and without investment from regional or national government these may not be possible to achieve.
- ✓ Many of the people who need the help or service the most do not ask for it, so identifying where these people live so that we can ensure we plan appropriate solutions in the right places is challenging.
- ✓ Our response to the COVID-19 pandemic has placed significant delay on our ability to progress these workstreams, and in unknown circumstances it is not possible to predict if this will also affect progress next year.

Well-being Step



Work with and influence others to improve digital infrastructure

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Lead organisation:



Broadband and mobile phone connections are becoming increasingly important as ways of accessing services, information and entertainment as well as allowing people to work more flexibly, have a better work life balance and contribute to their communities. We know there are parts of Powys where this access is limited or absent and understand the importance of this infrastructure to the achievement of our vision for Powys. However, much of the responsibility for this lies outside of Powys, with the government and businesses, but where we ourselves can help we will. We will use our collective voice to lobby national and regional governments, as well as private providers where appropriate, to get good quality Internet and mobile phone provision across all of Powys.

What have we been working on during 2019-2020?

- ✓ We engaged with our residents and businesses on a draft Digital Strategy to gather views and insights in Powys communities around digital technology.
- ✓ We launched our Digital Strategy in December 2019. It outlines our vision for digital transformation in Powys and sets out how we will work together to make the most of new technology and the opportunities it provides for our communities.
- ✓ We developed plans to deliver our strategy, which includes projects to ensure Powys is well connected and digitally enabled.
- ✓ We updated our Well-being Information Bank with all the latest data about Powys. This interactive tool is available on Powys County Council's website and allows easy access to demographic, economic, social and environmental statistics.
- ✓ Secured grant funding to support our information sharing development.

What do we plan to do in 2020-2021?

- ✓ Gather requirements from across our PSB to design our data integration ambitions.
- ✓ Increase the information that is publicly available through the Well-being Information Bank by expanding the number of data dashboards from 36 to 72.
- ✓ Increase our capacity to support broadband rollout across our communities.
- ✓ Support the development of digital skills with our residents to reduce travel and protect our environments.
- ✓ Support the development of digital businesses.

What challenges do we face?

- ✓ Current restrictions to our lives in staying at home have highlighted the challenges for many families who have been excluded; overcoming these is a significant challenge even with government funding many families are unable to fund digital access.
- ✓ Response to COVID-19 has delayed our plans for digital transformation and will slow our programme of change, our plans for 2020-21 may be affected whilst we focus on helping to deal with this pandemic.
- ✓ Many small businesses in Powys are on the brink of financial collapse and are unable to invest in digital growth; meeting this gap is a significant challenge and we want to work with our partners for innovative solutions.

Well-being Step



Develop a joint approach to community resilience by co-ordinating existing support and building the skills and capacity within communities helping them do the things they can't do for themselves

Lead organisation:



Our communities are one of our biggest strengths, where people feel connected to their neighbours. The availability, expectations and delivery of public services is likely to change in the future and our communities are more likely to become the first place residents go for help and support. We want to ensure that our communities remain strong, friendly, supportive places that all residents feel able to contribute to, or receive from, as they need.

What have we been working on during 2019-2020?

- ✓ Insert key achievements
- ✓

What do we plan to do in 2020-2021?

- ✓ Insert planned milestones
- ✓

What challenges do we face?

- ✓ Insert risk and issues

Well-being Step



Develop a holistic approach to skills and lifelong learning which offers a range of formal and informal opportunities, including apprenticeships and traineeships

Lead organisation:

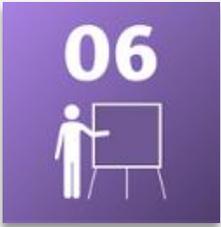


Studying at university or college isn't the only way to gain the skills needed for work and the organisations and businesses of the future will need skilled people to work in them. We could provide opportunities for specialist training to meet those needs enabling young people to continue to live in Powys and widening their career prospects. We could attract people to the county by being a centre of excellence for health care, environmental work or renewables, possibly creating a higher education establishment in Powys. We also want to develop opportunities across the county that will support learners, of whatever age or ability, whether retraining or learning for fun - combating loneliness and isolation. This will also help the economy, building on existing sectors and developing new ones where Powys can be at the forefront of innovation.

What have we been working on during 2019-2020?

- ✓ We launched the Apprenticeship Talent Pool in 2019 which is a new initiative where people can register their interest in future apprenticeship opportunities with the council.
- ✓ The Powys Adult and Community Learning Partnership worked collectively to meet the Welsh Government's vision for increased participation for anyone aged 16 and above.
- ✓ The Local Authority has been working on significant plans to transform its schools. Key to the skills agenda will be the reform of Post-16 education and the development of a network of all-age schools to deliver the new curriculum. A model for post-16 provision will be developed with schools and key partners in FE, work-based learning and HE.
- ✓ Discussions have taken place with regards to identifying what skills development are currently happening within Powys by working collaboratively with our partners to improve opportunities for all people in Powys, regardless of their age. The Skills & Employability partnership board is working to develop a skills and employability strategy for Powys.
- ✓ We held a Careers Festival on 4th March 2020 to inform young people of the opportunities and learning pathways which are available to them.
- ✓ The 'Workforce Futures – A Career for you in Health and Care in Powys' was launched to ensure that Powys has a strong, cross sector workforce to enable delivery of the strategy to improve health and wellbeing for the people of Powys.
- ✓ The Workforce Development Unit has attended schools in Powys to talk about work experience placements across the Local Authority and how young people can register for and access apprenticeships at the Council.

Well-being Step



Develop a holistic approach to skills and lifelong learning which offers a range of formal and informal opportunities, including apprenticeships and traineeships

Lead organisation:



What do we plan to do in 2020-2021?

- ✓ Engage heavily with FE, HE and work-based learning partners to co-construct proposals for new post-16 provision that can be brought forward for funding under the Welsh Government's 21st Century Schools investment programme.
- ✓ Promote the Talent Pool.
- ✓ Strengthen the links with the Growing Mid Wales Partnership and the Regional Learning & Skills Partnership (RLSP).
- ✓ Draft a Skills and Employability Strategy for Powys.
- ✓ Raise awareness of apprenticeships within Powys schools.
- ✓ Host an annual careers festival provided the COVID-19 lockdown restrictions allow this.
- ✓ Consider with local trainers and employers how they can prepare for a skilled construction workforce to support the significant investment anticipated in Powys schools.

What challenges do we face?

- ✓ Raising awareness of the Adult Community Learning Partnership and accessing further learning once people have completed secondary education.
- ✓ Creating stronger links between the Regional Learning and Skills Partnership and the Growing Mid Wales Partnership Board. This will ensure that connections are made between all the relevant PSB Steps so that the economy can grow with the appropriate workforce in place.
- ✓ Raising the awareness of Powys citizens to the benefits of employing an apprentice or becoming an apprentice and thus avoiding the stigma that an apprenticeship is a 'lesser qualification' than a degree.
- ✓ The need for people to travel outside of Powys to undertake their apprenticeship training and the logistical issues that are attached to this.
- ✓ Engaging the appropriate membership for the various multi-agency groups in working towards this Step and ensuring that all partners attend to gain maximum value from joint working.

Well-being Step



Develop a carbon positive energy strategy that maximises green energy production

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Lead organisation:



Powys has an abundance of potential renewable energy sources. As well as providing green energy this can also provide jobs, skills and financial benefits that will contribute to making our communities more resilient. The diverse nature of renewable opportunities could support research and skills development, with Powys becoming a centre of excellence in the renewable energy field. By contributing to a greener energy infrastructure we would also be helping to mitigate the impacts of potentially damaging climate change in Powys and beyond.

What have we been working on during 2019-2020?

- ✓ We agreed our approach for developing the strategy.
- ✓ We identified and agreed funding to resource producing the strategy.
- ✓ We procured the resource to produce the strategy.
- ✓ We gathered evidence and data for analysis of baseline carbon emissions in Powys.
- ✓ We undertook a review of policies and interventions relevant to climate change and energy in Powys.
- ✓ We engaged with the Mid Wales Energy Strategy project to ensure cohesion between the two strategies.

What do we plan to do in 2020-2021?

- ✓ Develop a vision for a Carbon Positive Powys and identify priority areas for intervention.
- ✓ Prepare models and scenarios to illustrate the change required to achieve a Carbon Positive Powys by 2040.
- ✓ Engage on the scenarios and opportunities with the businesses, citizens and organisations of Powys.
- ✓ Prepare a draft strategy for submission to the PSB.
- ✓ Finalise and publish a Carbon Positive Strategy for Powys.

What challenges do we face?

- ✓ COVID-19 has slowed our progress and may impact upon the level of engagement of some stakeholders.
- ✓ Given the size of Powys and the increasing interest in climate change, effective stakeholder engagement could be challenging. We will look at innovative solutions to reaching as wide an audience as possible.

Well-being Step



Develop a sustainable environment strategy: by strengthening activity to deliver the sustainable management of Powys' natural resources through coordinated conservation work and actions underpinning the Nature Recovery Plan and Natural Resources Wales Area Statement(s)

Lead organisation:



Our environment is fundamental in sustaining life be it through food production, the supply of water, the biodiverse habitats and species which enable natural processes to function, or for our physical and mental health and well-being. We want to ensure that Powys' diverse natural environments are in good condition and can withstand pressures including climate change in years to come. The quality of Powys's natural environment sustains the local economy through a vibrant agricultural sector, forestry and through tourism but is also precious in its own right through all of the life it supports and for the natural landscapes we enjoy. We will need to work with landowners and managers, conservation organisations, communities and volunteers to identify how best to conserve and enhance Powys' natural resources and environment for future residents and visitors.

What have we been working on during 2019-2020?

- ✓ The PSB Sustainable Environmental Strategy closely links with NRW Area Statement, a crucial part of delivering the Step 8 objectives. After extensive public and stakeholder engagement the Area Statement was published on 31 March 2020. The document was designed to closely align with and support the Well-being Plan environmental goals.
- ✓ The Step 8 work was paused to sequence with the Area Statement development. As soon as the draft document was available the Step 8 working group was reconvened to build on this to deliver the step 8 outcomes.
- ✓ The information collated during the Well-being Plan engagement workshop with Powys Town and Community Councils is proving invaluable in the next stage of the work.

What do we plan to do in 2020-2021?

- ✓ Analysis of existing plans and priorities to ensure coordination and efficient use of resources.
- ✓ Finalise the strategy themes and priorities following publication of the Area Statement.
- ✓ Develop Powys' key environmental priorities under each theme.
- ✓ Identify Powys' "signal" projects to demonstrate the outcomes, drive positive behaviours and precipitate further action and projects.

What challenges do we face?

- ✓ The COVID-19 crisis has and will continue to impact on PSB members' service delivery. We will need to focus our Well-being Plan delivery with the economic, social and environmental priorities of the COVID-19 recovery phase, to ensure we deliver the best outcomes for all.
- ✓ Major unplanned events, such as the unprecedented storms and flooding of February 2020, can be very disruptive and cause diversion of members' resources to support the immediate public priorities.
- ✓ We will need to ensure continued input from, and engagement with, the public and key stakeholders.

Well-being Step



Undertake market research and establish an effective infrastructure to support active enjoyment of the environment and adventure tourism

Lead organisation:



Our environment is one of our biggest assets providing opportunities for a range of outdoor activities, from walking to potholing, kayaking to climbing. We want to make the most of our assets and take advantages of those opportunities. Tourism is also a big part of the local economy which offers opportunities for growth, though increased visitor spend and by creating new activities and attractions. We will need to work with businesses, existing ones and those just starting up, to identify the best options for creating new activities and attractions in Powys.

What have we been working on during 2019-2020?

- ✓ The Mid Wales Growth Deal proposition document was completed; moving forward the activities of Step 9 and 10 will be completed as part of the Mid Wales Growth Deal. The Growth Deal vision outlines that by 2035, Mid Wales will be:
“An enterprising and distinctive region delivering economic growth driven by innovation, skills, connectivity and more productive jobs supporting prosperous and bilingual communities”.
- ✓ The OVO Energy Women’s Tour of Britain was held in Powys for first time.
- ✓ We implemented the Powys Event Safety Advisory Group, working with partners to support event organisers to ensure that all events are held in a safe and enjoyable manner.
- ✓ The Three Sisters of Plynlimon project, which promotes the uplands of Mid Wales is being undertaken in partnership with Ceredigion County Council; it includes a retelling of the Three Sisters of Plynlimon legend through an animated film and an audio story/walking guide.
- ✓ Funding was secured for a marketing project to promote the Wales Way Cambrian Way Route, which is a Welsh Government led initiative to promote the A470 corridor as a key tourism route through Wales.
- ✓ As part of the Wales Way project (see above), we attended 3 consumer-based tourism exhibitions in spring 2020 to promote Wales – in Verkaantibiers (The Netherlands), Brussels and at the Caravan and Camping show in the NEC, Birmingham.
- ✓ We promoted the county, supporting businesses through public facing exhibitions and business receptions at the Royal Welsh Show and Royal Welsh Winter Fair.

What do we plan to do in 2020-2021?

- ✓ Development of the Mid Wales Growth Deal programme into projects to continue delivery of Steps 9 and 10.
- ✓ Development of a Powys ‘Eat, Drink, Shop Local’ campaign to support business networks and promote small businesses to a local market.
- ✓ Completion of the Wales Way marketing project, developing wider public awareness of the key tourism products on offer in Powys.
- ✓ Launch of the Powys Event Strategy and single (website based) point of contact for event organisers, and those interested in hosting events in the county.
- ✓ Continue to develop our relationship with the Welsh Government Major Events Unit and Visit Wales to attract new events and audiences to Powys.

What challenges do we face?

- ✓ COVID-19 will have a significant impact on the delivery of Steps 9 and 10, all major events due to be held in Powys in 2020 have been cancelled and the tourism sector is closed.

Well-being Step



Develop a strong brand to promote and attract inward investment into

Powys

20

19

Lead organisation:



Powys has some unique attractions, amazing landscapes, safe and welcoming communities and space to breathe. We also have a thriving food and festival market. If Powys is to be the place we want it to be in 2040 we need to promote Powys and its businesses, in Wales and beyond, so that businesses chose to invest here because they can get a premium for their products and people chose to live and work here.

What have we been working on during 2019-2020?

- ✓ The Mid Wales Strategic Economic Plan was completed. It outlines a vision of how we want to see the Mid Wales' economy grow as a place to live, work and visit over the next 15 years. It sets out regionally agreed priorities that will establish the strategic framework and conditions for future investment, based on detailed evidence and an understanding of the needs of our businesses and residents. The Plan will be delivered through a range of funding opportunities including the Mid Wales Growth Deal. It provides the foundations for promoting and attracting new investment into Powys.
- ✓ A Mid Wales Growth Deal Proposition document – “A Roadmap for Mid Wales Growth Deal” was completed.
- ✓ We started an assessment to look at Mid Wales' Employment Site and Premises Needs and began the development of an Action Plan.

What do we plan to do in 2020-2021?

- ✓ The Growing Mid Wales (GMW) website will be developed, which will elevate the region and its aspirations, and communicate economic progression including delivery of our Mid Wales Growth Deal. The GMW website will be one of several key engagement platforms which will support the development of a strong brand to promote the region and attract inward investment to Powys and Mid Wales.
- ✓ Finalise the Mid Wales Employment Sites and Premises Needs Assessment and Action Plan.
- ✓ Review, refresh and develop the existing <https://www.movetomidwales.com/> brand content and platform ensuring the content reflects of our aspirations for the region and post COVID-19 ways of working.
- ✓ Development of Mid Wales Growth Deal proposals to secure new investment into Powys and the region.

What challenges do we face?

- ✓ Post COVID-19 economic challenges and uncertainty are expected to further impact the local economy and new investment.
- ✓ Current lack of good quality employment sites and premises is a significant barrier to new inward investment.
- ✓ Digital connectivity requires improvement to act as a catalyst for business growth and inward investment.

Well-being Step



Implement more effective structures and processes that enable multiagency community focused response to wellbeing, early help and support

Page 20



Develop our organisations' capacity to improve emotional health and well-being within all our communities

Lead organisation:



We all want to continue living in our own homes for as long as possible. However, we may need help to do so, whether informally from friends and neighbours or more formal support such as domiciliary care. Many people who live in Powys receive services from a range of departments and organisations. We want to work together across organisations, partners and specialisms to make it easier for you to access the most appropriate support for your needs by whoever is best placed to do that.

Emotional health is as important to well-being as physical health. However, mental and emotional ill health is not as obvious sometimes as physical illness. The public sector in Powys employs a lot of people and we want to give them the skills to support each other, their families, friends, their neighbours and communities. We already have strong and supportive communities and we feel that promoting emotional well-being will make them even better places to live.

What have we been working on during 2019-2020?

- ✓ Insert key achievements
- ✓

What do we plan to do in 2020-2021?

- ✓ Insert planned milestones
- ✓

What challenges do we face?

- ✓ Insert risk and issues

Five ways of working

How are we doing things more sustainably?

We have continued to embrace sustainable working practices as part of planning and delivering each of our steps. We also recognise that we still have a long journey ahead to ensure this way of working is fully adopted and embedded.



1. How are we balancing short term needs with planning for the **longer term**?

Our long-term ambitions are set out in our Towards 2040 Plan and are prioritised into four key objectives. The 12 Steps we are taking in the shorter term can be seen as steppingstones for reaching our ambitions. For example, we've started work on improving our digital infrastructure because 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, and the range of digital options presents us with exciting opportunities to deliver for our residents.

2. How are we **involving** people (with an interest) in making decisions?

We recognise that the involvement of our communities and key stakeholders must be at the heart of the work we are doing and that is why one of our Well-being Steps is all about actively engaging with our residents. Over the past year we have engaged with residents on projects relating to Steps 4, 6, 9, 10, 11 and 12 and we will continue to improve the way we involve people through using different channels such as social media.

3. How are steps being delivered in **collaboration** with others?

While each of our 12 Well-being Steps are being led by an individual organisation, a number of delivery groups have been set up to manage the work and these have representation from a variety of organisations (public, private and third sector). Work has also been undertaken to further develop collaboration with Town and Community Councils and ensure integration between the wider PSB plans and local plans.

4. How are we ensuring our plans are **integrated**? This means considering the impact of the Steps on the 7 Well-being goals, on each other and on other plans.

Where possible we are ensuring that our plans at a PSB level are integrated with the plans and objectives of individual partners organisations and with other local and regional partnerships. This will help ensure that we are all working towards the same vision and that there is a clear golden thread running between our plans. For example, Steps 11 and 12 in the PSB plan are aligned to the work of the Regional Partnership Board, and Steps 9 and 10 are aligned to the work of the Growing Mid Wales Partnership. The delivery groups for the 12 Well-being steps are also working together to address cross-cutting work. For example, the delivery group for Step 7 who are leading on the development of a

carbon positive strategy have started discussions with the delivery group for Step 3 leading on improving our transport infrastructure, as it was clear that there were opportunities for them to integrate their plans.

5. How are we **preventing** problems happening in the first place or getting worse?

Prevention continues to be an underpinning principle across all our Well-being Steps, but is particularly evident in Steps 11 and 12, which focus on improving multiagency health and wellbeing services. The new model of health care being developed as part of the North Powys Wellbeing Programme will aim to help health and social services work more closely and deliver care closer to people’s homes.

Seven Well-being Goals

How does Powys fair against the National Well-being indicators?

The [Well-being of Future Generations \(Wales\) Act 2015](#) required Welsh Ministers to set national indicators to assess progress towards achieving the 7 Well-being Goals. Outlined below are some of the key indicators, which are most relevant to our four objectives. Based on the most recent data available, they show the level of progress in Powys compared to Wales as a whole.



People in Powys will experience a stable and thriving economy

Indicator	Wales	Powys	Date information published
Gross Value Added (GVA) per hour worked (relative to UK average)	100.6	92.7	2018
Gross Disposable Household Income per head	81	86.7	2018
Percentage of people moderately or very satisfied with their jobs.	82%	83%	2017-2018
Percentage of people in employment.	73.2%	76.1%	Year end Dec 2019



People in Powys will enjoy a sustainable and productive environment

Indicator	Wales	Powys	Date information published
Amount of waste generated that is not recycled, per person	180kg	144kg	2018-2019
Capacity (in MW) of renewable energy equipment installed	3,213mw	222mw	2018



People in Powys will be healthy, socially motivated and responsible

Indicator	Wales	Powys	Date information published
Healthy life expectancy at birth including the gap between the least and most deprived.	Male = 78.2 Female = 82.2	Male = 80 Female = 83.5	2010-2012
Percentage of adults who have fewer than two healthy lifestyle behaviours (not smoking, healthy weight, eat five fruit or vegetables a day, not drinking above guidelines and meet the physical activity guidelines).	10%	8%	2017-2018 & 2018-2019
Mean mental well-being score for people	Adults = 51.4	Adults = 51.7	Adults (2018-2019)

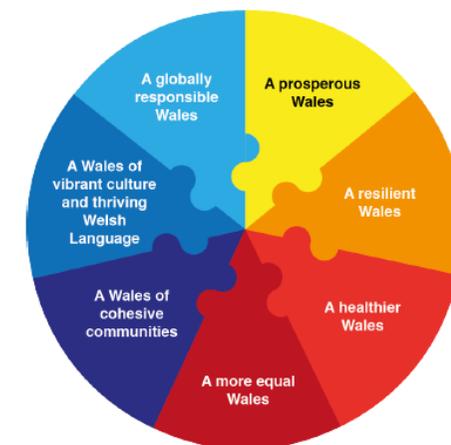


Indicator	Wales	Powys	Date information published
Percentage who feel able to influence decisions affecting their local area.	19%	18%	2018-2019
Percentage of people satisfied with local area as a place to live.	85%	90%	2018-2019
Percentage of people who volunteer.	28%	34%	2018-2019
Percentage of people attending or participating in arts, culture or heritage activities at least three times a year	75%	76%	2017-2018
Percentage of people satisfied with their ability to get to/ access the facilities and services they need	80%	66%	2018-2019
Percentage of people agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat each other with respect	52%	60%	2018-2019
Percentage of people who are lonely	16%	13%	2017-2018

Overall Assessment of our Well-being Journey

During 2019-20, we have continued to take steps to reach our long-term vision and meet the national Well-being Goals. Some of these have involved simple steps such as engaging with residents and developing clear strategies, and others show how we are being more ambitious and progressive, such as installing electric vehicle charging points. Given the difference in scope across our 12 Well-being Steps it was inevitable that progress would vary. Commitment from PSB partners continues to be positive and during the year we invited more partners to be part of our journey. We know that we must reflect on where we are as a partnership and that there are opportunities where we could be working together better.

We must remember that the challenge before us is about affecting longer term change and this will take time. However, we're keen to ensure we build on the partnership working that has taken place in response to the COVID-19 pandemic and will look to build on these opportunities. During the year ahead, we will also continue to develop our performance framework to ensure that we have measures in place that will enable us to quantify the difference our actions are making to well-being in Powys. We will continue to take on the challenge of improving transport and digital infrastructure in the county because we know this is what is important to residents.



Contact Us / How you can get involved

We are still in the early part of our journey and we are committed to involving everyone along the way, the more the people of Powys are involved in shaping our plans the greater the impact on well-being in Powys.

powyspsb@powys.gov.uk

01597 826165

- Brecon Beacons National Park Authority <http://www.beacons-npa.gov.uk>
- Dyfed Powys Police www.dyfed-powys.police.uk
- Dyfed Powys Police and Crime Commissioner <http://www.dyfedpowys-pcc.org.uk/en/>
- Mid and West Wales Fire and Rescue Service www.mawwfire.gov.uk
- Natural Resources Wales <https://naturalresources.wales>
- Powys Association of Voluntary Organisations www.pavo.org.uk
- Powys County Council www.powys.gov.uk
- Powys Teaching Health Board www.powysthb.wales.nhs.uk
- Wales Community Rehabilitation Company <http://walescrc.co.uk>
- Welsh Government <http://gov.wales>

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POWYS PUBLIC SERVICE BOARD

CARBON POSITIVE POWYS FOR APPROVAL 15/06/2020

1. SUMMARY

1.1	This paper comprises details of the work being undertaken for Step 7 of the Powys Wellbeing plan, which is to develop a Strategy for the County of Powys to become Carbon Positive (save more carbon than it emits) by 2040. The Strategy is for the County as a whole and not limited to the public sector.
1.2	Section 2 contains the proposed vision and baseline information. The baseline shows that emissions from agriculture (mostly methane from livestock and Nitrogen oxide from fertiliser) represents two thirds of CO ₂ equivalent Greenhouse Gas emissions in Powys, prompting the development of a Strategy that excludes these emissions.
1.3	A description / visual representation of the scale of the changes required is presented in section 3 along with some examples of the sector specific actions proposed (including those for the Public Service Board (PSB) and their services). A graphic is included to illustrate where we are now and where we need to get to (what this looks like in 2040 for each sector under our proposed core scenario). The work reveals that the carbon reductions required to achieve carbon positive are very significant.
1.4	Section 4 includes details of the next steps in the process, including a proposed consultation exercise and the resources being sought from the PSB.
1.5	The final section contains recommendations.
1.6	The working group would welcome views from the PSB on works completed to-date and confirmation that direction is as expected. Also a steer from the PSB on whether or not to include the general public in the consultation process as well as confirming the process for reviewing the draft strategy and signing-off the final strategy.

2. BACKGROUND

2.1	<p>Vision</p> <p>The Powys PSB is developing a strategy for the county to be '<i>carbon positive</i>' by 2040. The proposed vision is 'to create a well-connected county with positive carbon equivalent emissions across the sectors and that contributes to wider Wales</p>
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POWYS PUBLIC SERVICE BOARD

2.2

and UK decarbonisation, delivers community and economic benefits, and eliminates fuel poverty’.

The sectors covered by the Strategy are Commercial & Industrial, Dwellings, Transport, Renewable Electric, Land Use and Agriculture.

Baseline

The table below details the emissions from each of the sectors, with agriculture contributing almost two thirds of emissions (mostly linked with methane emissions from livestock). Land Use is showing a negative figure as emissions are locked in by woodland.

The renewable electric sector is not included since electricity use is allocated to the end users e.g. to individual buildings rather than to the generation source.

However, the amount of renewable electricity generation is accounted for in the analysis and “virtual” credit is given to the excess annual generation over and above that needed to meet the County’s own electricity needs in any given year.

Waste is also excluded as the waste generated in Powys is disposed of outside of the County. Given that emissions from the agricultural sector form two thirds of Powys’ emissions, it is proposed that the proposed strategy considers the emissions from this sector but excludes them for the purposes of calculating carbon positive.

Table 1: Emissions for Baseline and Vision for Powys by Sector (2017 baseline year)

		2017	2020	2030	2040
ktCO2 emissions	Domestic Buildings	268	208	44	15
	Transport	336	325	211.9	90
	I&C	229	166	59	4
	Land Use	-71	-62	-31	-49
	Agriculture (ktCO2e)	1277	1176	1020	907
	Renewable Electricity	0	0	-89	-60
	Total(inc agri)	2039	1813	1215	907
	Total(exc agri)	761	637	194	0

Greenhouse Gas Equivalent Emissions for the Public Sector in Powys are presented in Table2 below.

Table 2: Powys Public Sector Greenhouse Gas Equivalent Emissions

Emission from	Unit	2017	Share of total in 2017	2018	2019
Buildings	ktCO2	16	7% of I&C emissions	15	14
Transport	ktCO2	6	2%	7	6



POWYS PUBLIC SERVICE BOARD

3. PROPOSAL

3.1 Priority Areas for Action

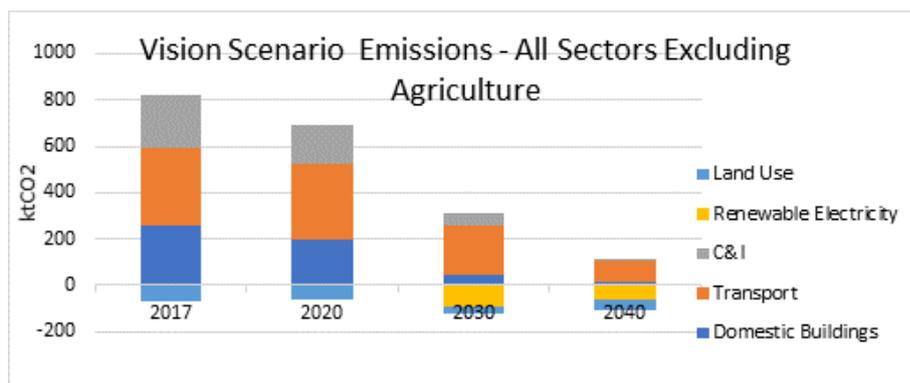
A number of trajectories to 2040 have been developed to show different combinations of measures needed to achieve target. Below we provide what we believe to be the central proposition in support of the vision. This trajectory is broken down by sector and associated priority areas for action identified. A high level summary of the key activities are:

1. Significantly increased reforestation and planting of energy crops with associated development of the bioenergy market for heating, hot water and electricity generation;
2. Generate significantly more renewable energy (equivalent to ten to fifteen times more than is currently being generated) with sufficient infrastructure in place for grid export, hydrogen generation, other storage and/or private wire;
3. Make all buildings zero carbon (except grid electric), with industry fully geared up for no natural gas;
4. Use various levers to reduce energy consumption by 20% in all buildings;
5. Predominantly vehicles will be electric (with diesel and petrol vehicles not yet completely off the roads and some hydrogen vehicles also), supported by the associated refuelling/charging infrastructure;

3.2 Scale of Change

Table 1 shows in numbers the scale of the changes needed to meet target across all sectors. There would need to be considerable emission reductions in buildings, industrial processes and transport sectors, with renewable electricity generation and sequestration significantly increased. If emissions from agriculture were to be included, even with all of these changes, in excess of 900,000 tonnes per annum of carbon dioxide equivalent emissions in Powys would remain.

Figure 1: Graphic Showing the Scale of Necessary Change by Sector to 2040





POWYS PUBLIC SERVICE BOARD

4. RESOURCING

4.1	This section includes details of the next steps in the process, including a proposed consultation exercise and the resources being sought from the PSB.
4.2	An online consultation exercise is currently being prepared. This will comprise of information of the nature presented in this paper with more detail and a series of questions. The consultation will be hosted and promoted by Powys County Council. The consultation will be aimed at town and community councils, businesses and other organisations, including the third and voluntary sectors with which we will seek the support of PAVO. We are considering whether to open to the general public or not but this may generate work beyond the scope of this project: the Board's view on this matter would be welcomed.
4.3	Following consultation, we will further develop the Strategy with the Working Group with a view to presenting a draft to PSB. We would welcome a steer from the PSB on the process for reviewing the draft strategy and signing-off the final strategy.

5. RECOMMENDATIONS

5.1	That the PSB confirm that they are content with the direction of travel of the works completed to-date. We would be interested to receive any major questions, concerns or issues;
5.2	To confirm whether the consultation be targeted at organisations or involve the general public;
5.3	That the PSB detail the process for reviewing the draft strategy and signing-off the final strategy.

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POWYS PUBLIC SERVICE BOARD
25th June 2020

Summary of the Future Generations Report 2020

Section 1. Introduction

April 2020 marked 5 years since the Well-being of the Future Generations (Wales) Act 2015 became Welsh law. A world first, which has changed the way Wales plans for the future.

Built into the cycle of the Well-being of Future Generations (Wales) Act 2015 (WFG Act) are the publication of two 5-yearly reports, one from the Future Generations Commissioner for Wales and other from the Auditor General for Wales (AGW). These are required by law to be published one day and one year before a general election (this means 5th May 2020), and together they give a periodic stock-take of the implementation of the Act.

These reports are both published against the backdrop of the Covid-19 pandemic, and many of those public bodies subject to the Act are at the frontline of the challenges we face in dealing with Coronavirus. Both the Future Generations Commissioner for Wales and the Auditor General have reflected this context and made it clear that they will not be expecting Government and public bodies to provide a response to these reports in the short term.

On 4th May 2020, as part of her statutory duties, the Future Generations Commissioner published the first Future Generations Report on what has been achieved so far. The report reflects on the progress of all public bodies in terms of whether they have embraced the cultural change required by the Act and considers the progress being made on each of the seven national well-being goals. As this is a once in five year report and has to cover all policy areas covered by the well-being goals, the report is lengthy and has a number of findings and over 100 recommendations covering both policy and process directed at Government and other bodies covered by the Act. The full report can be accessed here: https://futuregenerations.wales/public_info/the-future-generations-report-2020/

The Auditor General's Report on the Sustainable Development Principle can be accessed here: <https://www.audit.wales/publication/findings-auditor-generals-sustainable-development-principle-examinations>

This paper sets out the **specific public body recommendations**, from the Future Generations Report 2020.

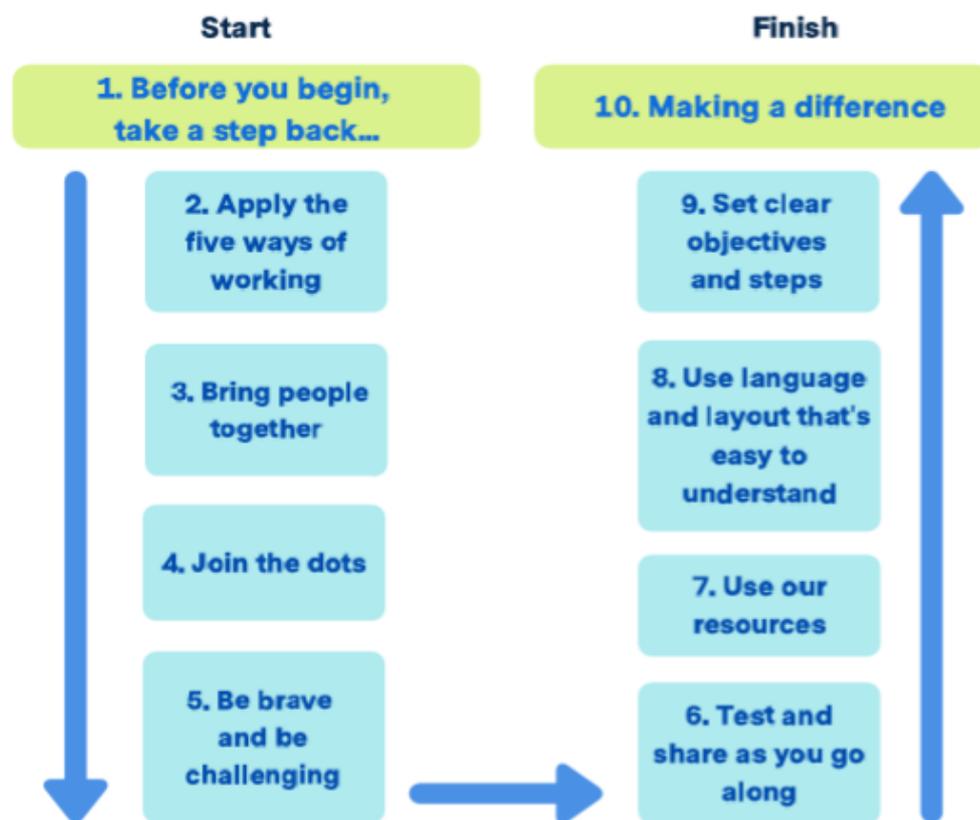
It sets out the areas where public bodies should focus in meeting the aspirations of the Act and should be used to guide the work of all public bodies now and when they come to review their well-being objectives. They are what the Commissioner considers to be the most significant things, a public body should do in terms of their policies and approaches in the next five years.

Section 2. Setting Good Well-being Objectives

When considering all the specific topic recommendations listed in this paper, the Future Generations Commissioner asks all public bodies to refer to the chapter on Setting Good Objectives also. Below is a summary of the process, to read in detail please go to the [chapter on Setting Good well-being Objectives in the full report.](#)



Setting good well-being objectives



Section 3. Leadership and implementation of the Act: The role of the public sector in Wales

In setting their objectives, public bodies and boards covered by the Well-being of Future Generations Act should focus in the following areas:

- Undertake horizon scanning exercises to think, plan and resource for the long-term future with others in collaboration – public, private, voluntary sector and members of their community. Welsh Government should help by establishing a targeted resource to help public bodies build capacity in long-term thinking, planning and futures techniques.
- Use the first part of the ‘double test’ to identify ‘what’ they should do to maximise contributions to the well-being goals.
- Set a long-term vision. Consider what success looks like for that objective in five, ten, fifteen, twenty and twenty-five years; and identify appropriate milestones and measures – considering the national milestones set by Welsh Government.
- Move towards better involving people throughout the decision-making process from defining a problem to delivery and evaluation, being open to real change as a result. Welsh Government should help by undertaking a review of the statutory guidance of the Well-being of Future Generations (Wales) Act 2015, to build in a specific mechanism for the public to be involved in the work of public bodies – learning from the Scottish Community Empowerment Act.

In setting their steps, public bodies and boards covered by the Well-being of Future Generations Act should focus in the following areas and should:

- Test everything they do according to the Act’s ‘double test’ of the ‘what’ and the ‘how’.
- Collaborate with others and involve people to find the problems they need to prevent, understanding whether they fall into primary, secondary or tertiary prevention; using evidence to identify the best possible preventative interventions that maximise contribution to their objectives.
- Public Services Boards and public bodies should be seeking ways of more effectively collaborating and integrating their work with others such as town and community councils and national public bodies; and identifying opportunities with others such as registered social landlords, the private sector, trade union representatives and further and higher education in delivering their well-being objectives and steps.
- Set out much clearer steps to meeting their well-being objectives – reflecting what contribution each department will be taking to these steps.
- Clearly align financial planning and decisions across the seven corporate areas of change to the achievement of their well-being objectives. The vision provided by well-being objectives should provide a longer-term plan of funding and corporate plans/well-being statements should set out how spending plans will seek to finance their steps.
- Provide evidence in their well-being statements/plans/corporate plans and annual reports on how applying the Act to the corporate areas of change is informing the steps they are taking to maximise their contribution to the goals.

In testing and demonstrating how they are applying the Act, all public bodies and boards covered by the Well-being of Future Generations Act should:

- Test everything, they do according to the Act’s ‘double test’ of the ‘what’ and the ‘how’.

- Collaborate with others and involve people to find the problems they need to prevent, understanding whether they fall into primary, secondary or tertiary prevention; using evidence to identify the best possible preventative interventions that maximise contribution to their objectives.
- Public Services Boards and public bodies should be seeking ways of more effectively collaborating and integrating their work with others such as town and community councils and national public bodies; and identifying opportunities with others such as registered social landlords, the private sector, trade union representatives and further and higher education in delivering their well-being objectives and steps.
- Set out much clearer steps to meeting their well-being objectives – reflecting what contribution each department will be taking to these steps.
- Clearly align financial planning and decisions across the seven corporate areas of change to the achievement of their well-being objectives. The vision provided by well-being objectives should provide a longer-term plan of funding and corporate plans/well-being statements should set out how spending plans will seek to finance their steps.
- Provide evidence in their well-being statements/plans/corporate plans and annual reports on how applying the Act to the corporate areas of change is informing the steps they are taking to maximise their contribution to the goals.
- Ensure they move beyond paper-based exercises, increase staff understanding and provide constructive challenge to show how the Five Ways of Working have been applied, specifically how contribution goals and objectives can be maximised.
- Build challenge from other departments, experts and stakeholders into their internal decision-making processes.
- Develop their corporate centre and processes in line with the requirements of the Act, but also encourage innovation and culture change. All public bodies should be using and demonstrating use of resources like the Future Generations Frameworks, designed to help public bodies consider their proposal or decisions in the context of the Act. - see resources.
- Adopt the definition of stages of prevention and preventive spend and allocate spending accordingly within financial planning and risk management.

In supporting cultural change, all public bodies and boards covered by the Well-being of Future Generations Act should:

- Starting with Welsh Government, adopt a model of well-being budgets. While our legislation requires us to look at the whole budget, a positive place to start this transition would be with ‘new money’.
- Galvanize efforts and building a movement of change placing well-being and kindness at the centre of public policy.
- Involve their workforce in meeting their well-being objectives; start with their own actions, their teams, departments and whole organisations; to meet the national wellbeing goals.
- Put in place arrangements to ensure staff understand how and why the Act should be applied.
- Support opportunities to collaborate, second staff to other organisations and make joint appointments.
- Take action to diversify their workforce and put in place arrangements to draw on their lived experiences. (For more detail please see Chapter 2 recommendations to Welsh Government on the ‘Real Life Fast Track’).
- Ensure scrutiny committees, boards, and Audit and Risk Committees have received training on the Act and are using the Future Generations Framework for Scrutiny (See resources.)

- Ensure that they have mechanisms in place to involve children and young people in their decision making processes.
- In the same way that public bodies seek to appoint people with expertise on finance, risk, governance and human resources; an appropriate number (at least one for every board) of public appointments should be made where specific expertise and detailed understanding of the needs of future generations is a specific requirement.
- Be brave in calling out behaviour in partnership environment which does not embody the Five Ways of Working; and should be supported by Welsh Government, the Future Generations Commissioner for Wales and other appropriate agencies to address this.

In measuring their progress, all public bodies and boards covered by the Well-being of Future Generations Act should:

- Starting with action from Welsh Government, public bodies should align their corporate planning, performance management and reporting with the requirements of the Act, encouraging planning that focuses on long-term and prevention.
- When set, use Welsh Government national milestones to define appropriate success measures for achieving well-being objectives and steps in five, ten, fifteen and twenty five years' time.
- Consider a similar method to the setting of national milestones, to define appropriate success measures for achieving well-being objectives and steps in five, ten, fifteen and twenty five years' time.
- Find ways of measuring the success of initiatives based on well-being to encourage integration, preventative thinking and collaboration.
- Invest in building a movement of change, identifying and breaking down barriers to implementation and promoting wide understanding of how each part of their organisation contributes to the national mission of the Act - improving the well-being of future generations.

Section 4. Leadership and implementation of the Act: A spotlight on Procurement

In setting their objectives, public bodies and boards covered by the Well-being of Future Generations Act should focus in the following areas:

- Involve departments and organisations who are impacted by the procurement process when setting well-being objectives (e.g. commissioning, contract management, suppliers and waste management). This could lead to public bodies understanding the broader benefits and steps they can take to improve all aspects of well-being through procurement.

In considering their steps, all public bodies and boards covered by the Well-being of Future Generations Act should:

- Evidence the contribution procurement is making to meeting well-being objectives.
- Public Services Boards should proactively prioritise how they can collaborate and use their spend to maximise social value, contribute to their well-being objectives, and improve well-being on a local level.

In testing and demonstrating how they are applying the Act, all public bodies and boards covered by the Well-being of Future Generations Act should:

- Approach all procurement decisions through the lens of the Act – by applying the Five Ways of Working, considering their well-being objectives and/or steps and how to maximise contribution to the seven well-being goals at the very beginning of the process even at pre-procurement stage.
- Provide clear evidence for how their procurement activities are supporting the delivery of their well-being objectives.
- Include specific contract clauses linked to well-being objectives/goals in every public sector contract and framework, using social value measures to capture impact.

In supporting cultural change, all public bodies and boards covered by the Wellbeing of Future Generations Act (including Welsh Government) should:

- Capture lessons learned based on the outcomes of current frameworks to ensure opportunities to embed the Act are maximised in future.

In measuring their progress, all public bodies and boards covered by the Wellbeing of Future Generations Act should:

Review their procurement approach and activities, to identify opportunities to maximise the social, economic, environmental and cultural impact of spending decisions.

Section 5. Well-being Goal: A Prosperous Wales

Policy Recommendations

In setting their objectives specifically in relation to this goal all public bodies and boards should:

- Demonstrate the connections between their well-being objectives and steps on prosperity, and other areas such as the natural environment, fair work, procurement, health and well-being and skills in a meaningful way.
- Clearly set out how they understand the definition of the goal: 'A Prosperous Wales'.
- Align their action and reporting on this goal with their commitment under the socioeconomic duty, to ensure their well-being objectives are addressing socio-economic disadvantages.
- Accelerate their action on reducing emissions, helping meet Wales' target of a carbon neutral public sector by 2030. This means mapping the areas over which they have control and which have the biggest emissions - ensuring they have a plan in place to reduce them. Immediate areas of focus should include carbon reduction through procurement, ultra-low emissions vehicles (fleet), buildings, fossil fuel divestment, decarbonising heat, transport and tourism. *(Also, a recommendation in the section on Decarbonisation in Chapter 5).*

In setting their steps, public bodies and boards covered by the Well-being of Future Generations Act should focus in the following areas and should:

- Implement fair work practices through employment and services.
- Enable a low carbon society through reducing emissions and supporting community energy.
- Work with others to support the development of skills for the future.
- Procure goods and services in ways that support long-term economic, social, environmental and cultural well-being.

- Support the foundational economy through generating wealth and providing employment.
- Use resources efficiently, recognising the limits of the global environment.

Process Recommendations

In their day to day actions they should **stop**:

Working in silos and reducing opportunities for joined up approaches and innovative thinking.

Procuring plastic products and packaging that are not reusable or recyclable and do not incorporate recycled content, wherever possible.

Refer to sections on Skills, Procurement and Decarbonisation for further 'stops'.

In their day to day actions they should **start**:

- Taking steps to become 'Fair Work Wales' employers, showing how they are incorporating 'fair work' through their well-being objectives and in practice, and spending money with organisations that fulfil the definition and characteristics of fair, decent work, and that promote inclusivity and equality.
- Making the connections between supporting local economies and prosperity, and how this also connects to supporting fair and local procurement, skills, local materials, and resource efficiency.
- Accelerating their action on reducing emissions, helping meet Wales' target of a carbon neutral public sector by 2030. This means mapping the areas over which you have control and which have the biggest emissions - ensuring they have a plan in place to reduce them.
- Adopting repair and re-use targets to incentivise circular economy over recycling.
- Supporting and investing in skills and repair cafes, including allowing people to borrow household items and equipment.
- Monitoring social and environmental clauses in contracts, for example, community benefits.
- Ensuring that Wales' regional growth and city deals demonstrate how their investments are reducing carbon emissions overall, not just in selected projects, and contributing towards the well-being objectives for their area.
- To do all they can to support local initiatives on stewardship of land and renewable energy, to help Wales' transition to a low carbon society and bring a wide range of benefits to local communities.
- To explore and demonstrate how they are seeking to move to a system where products can be used again to create further value (the principles of the circular economy), and how this relates to other areas such as the development of skills, innovation, the natural environment, local materials and saving money.
- Supporting local businesses and providers where possible.
- Undertaking meaningful involvement with local businesses in the development of local economic plans.
- Leading by example by becoming 'Fair Work Wales' employers, incorporating 'fair work' through their well-being objectives and in practice, and addressing inequalities, pay gaps and zero hours contracts.

Well-being Goal: A Resilient Wales

Policy Recommendations

In setting their objectives specifically in relation to this goal all public bodies and boards should:

Clearly demonstrate the connections between their well-being objectives and steps on the environment, and other areas such as adverse childhood experiences, health and community cohesion.

- Clearly set out how they understand the definition of the goal 'A Resilient Wales'.
- Align their actions and reporting on this goal with their commitment under section 6 duty of the Environment (Wales) Act (2016).

In setting their steps, public bodies and boards covered by the Well-being of Future Generations Act should focus in the following areas and should:

- Declare a nature and climate emergency and rapidly accelerate the scale and pace of change to help tackle these challenges.
- Seek to maintain and enhance the natural environment through managing land and sea appropriately to create healthy functioning biodiverse ecosystems and encourage others to do the same.
- Invest in and value the important role biodiverse green and blue space plays in supporting people's health and community well-being.
- Develop your knowledge of nature and increase awareness of the importance of a biodiverse natural environment with healthy functioning ecosystems and prepare people with skills fit for the future.
- Seek to improve water and air quality, making the environment healthier for both wildlife and people.
- Use natural resources sustainably – being adaptive to an evolving environment.

Process Recommendations

In their day to day actions they should **stop**:

Failing to plan and design for biodiverse green infrastructure at the start of programmes and projects.

Permitting development which does not maintain or enhance nature.

In their day to day actions they should **start**:

- Delivering year on year increases in biodiverse green and blue infrastructure and tree canopy cover in their areas and land.
- Using their land holdings to maximise its biodiversity value, for example, implementing ambitious biodiversity and green infrastructure action plans and becoming pesticide free.
- Using sound evidence, such as Natural Resources Wales' Area Profiles, i-tree assessments and natural capital accounting, to inform their decision making and development of plans and policies, demonstrating how they are investing in nature in their area.
- Demonstrating how planning and infrastructure decisions jointly benefit people and nature.
- Demonstrating how they are understanding and implementing Wales' Marine Plan and the marine Area Statement (this is only applicable to public bodies with marine management responsibilities).

- Empowering communities to manage land (including publicly owned) for projects that use nature based solutions to restore local biodiversity and the resilience of ecosystems.
- Identifying ways, including the use of technology, they can help connect people of all ages, abilities and backgrounds with nature.
- Demonstrating how they are understanding and implementing Wales' Climate Adaptation Plan in their areas
- Increasing awareness and understanding of the natural environment amongst their staff.
- Working in collaboration with other public bodies and environmental NGOs, ensuring they have access to ecological specialists to help carry out their legal duties.
- Increasing the proportion of funding spent on nature based solutions.
- Taking urgent action at a pace and scale to combat the loss of biodiversity.

Well-being Goal: A Healthier Wales

Policy Recommendations

In setting their objectives specifically in relation to this goal all public bodies and boards should:

- Recognise the wider determinants of health.
- Look to collaborate beyond traditional partners to address the wider determinants of health.

In setting their steps, public bodies and boards covered by the Well-being of Future Generations Act should focus in the following areas and should:

- Consider their role in a national wellness system – applying the Welsh Government definition of prevention to their activities as a first step, and exploring the most significant opportunities to shift spend to activities that support primary and secondary prevention; particularly opportunities to work in partnership.
- Support people to act with compassion in order to facilitate understanding of mental well-being.
- Play their part in enabling an active nation; increasing the benefits of physical activity for everyone.
- Prioritise placemaking and designing-in community health and well-being – enabling places to support the health and well-being of people and communities.

Process Recommendations

In their day to day actions they should **stop**:

- Short-term funding for preventative activities without planning for long-term investment should they become successful.
- Focusing solely on medical based interventions and look towards the wider determinants of health.

In their day to day actions they should **start**:

- Using the definition of prevention to better understand the opportunities for a different balance of investment.

- Exploring the most significant opportunities to shift spend to activities that support primary and secondary prevention.
- Prioritising opportunities to work in partnership on primary and secondary preventative activities – particularly through Public Services Boards.
- Prioritising discussions about shifting investment to prevention in management arrangements with Welsh Government.
- Using existing annual reporting to report on how the prevention definition is being used, and the different decisions that are being made as a result.
- Integrating health and wellness into other well-being objectives; and identifying the impact of health and wellness activities on other well-being objectives.

Well-being Goal: A More Equal Wales

Policy Recommendations

In setting their objectives specifically in relation to this goal all public bodies and boards should:

- Ensure that objectives consider opportunities to tackle poverty and inequalities in the context of all of the well-being goals - not solely focusing on economic and social opportunities.
- Consider more collaborative and integrated approaches to tackling poverty and inequalities across services, focusing on groups that face particular disadvantages.

In setting their steps, public bodies and boards covered by the Well-being of Future Generations Act should focus in the following areas and should:

- Tackling poverty and socio-economic disadvantages.
- Ensuring equal access to decent jobs - recognising everyone's value.
- Giving people equal opportunities to participate in decision-making to enable equal outcomes.
- Enabling people to develop the skills and knowledge to be fulfilled
- Understanding the causes and effects of health inequalities.

Process Recommendations

In their day to day actions they should **stop**:

- Solely focusing on reporting of challenges and taking a 'saviour' approach at the expense of focusing on prevention.
- Considering equality objectives in isolation from core business

In their day to day actions they should **start**:

- Focusing on prevention of inequalities, including through education and harnessing the skills and resilience of people who have lived experience of relevant issues.
- Adopting proactive measures in setting well-being objectives and steps which include setting challenging targets for recruitment, retention and progression of women, black, Asian and minority ethnic groups and disabled people; ensuring that they are visible and represented at all levels in their organisation.

- Adopting the actions of the Diversity and inclusion strategy for public appointments, aimed at providing equal opportunity for all, such as providing mandatory equality training and unconscious bias training.
- Actively encouraging leaders and senior managers to have an equity mindset which permeates through their teams.
- Aligning the setting, delivering and reporting of their well-being objectives on equality, with their strategic equality objectives.

Well-being Goal: A Wales of Cohesive Communities

Policy Recommendations

In setting their objectives specifically in relation to this goal all public bodies and boards should:

- Clearly demonstrate the connections between their well-being objectives and steps on community cohesion, and other areas such as tackling inequality and poverty, the natural environment, fair work, skills, health and well-being.
- Clearly set out how you understand the definition of the goal: 'A Wales of Cohesive Communities'.
- Align their action and reporting on this goal with your commitment under the socioeconomic duty, to ensure their well-being objectives are addressing socio-economic disadvantages.

In setting their steps, public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should focus in the following areas and should:

- Enable people to be active in their communities by creating the conditions where they can do the things that matter to them.
- Support communities to be well connected and a place where people feel safe.
- Enable good access to key well-being services.
- Value the role and potential of community anchor organisations can play in building cohesive communities.

Process Recommendations

In their day to day actions they should **stop**:

- Planning and investing in siloes without clearly applying the principles of placemaking as set out in Planning Policy Wales.

In their day to day actions they should **start**:

- Applying the steps and actions set out in my 'Journey to Involvement'.
- Building on their focus on communities, demonstrating collaboration, innovation, transparency and local ownership; particularly in light of the Local Government and Elections (Wales) Bill, intended to reform and strengthen local government.
- Embedding a culture of meaningful citizen and stakeholder involvement; as well as making more explicit links with the voluntary sector and town and community councils - both as a voice and delivery partner.
- Supporting and working with community leaders, activists, entrepreneurs and volunteers in the delivery of well-being objectives.

- Recognising that community stewardship of land offers a significant opportunity to deliver on the promise of green growth – to enhance social, environmental, and economic well-being.
- To collaborate with town and community councils and voluntary organisations to set and deliver local well-being objectives and steps.
- Building on their work to help tackle loneliness and isolation and mainstream approaches like these within their service delivery. This requires taking a longer-term, preventative approach.
- Using the relationships they have developed to work better together to plan, prepare and shift their activity and resources towards prevention; to help tackle crime and antisocial behaviour.
- Continue to build on the work they are doing and ensure they involve a wide range of people, organisations and service users in their communities to help inform and shape their services.
- Connecting the Community Hubs programme to the delivery of plans and well-being objectives in their areas.
- To support the long-term development of the Community Facilities Programme in a way which supports their own local well-being objectives and national well-being goals.
- To work with key partners to set standards to ensure people can access green space within 300 metres of their home.

Well-being Goal: A Wales of Vibrant Culture and Thriving Welsh Language

Policy Recommendations

In setting their objectives specifically in relation to this goal all public bodies and boards should:

- Ensure that the dimension of cultural well-being is integrated with other objectives in particular to address health and inequalities.
- Go beyond statutory requirements when setting objectives relating to culture and Welsh language.
- Clearly set out how they understand the definition of the goal: 'A Wales of Vibrant Culture and Thriving Welsh Language'.
- Involve arts, language and culture practitioners and organisations in setting their objectives and steps.

In setting their steps, public bodies and boards covered by the Well-being of Future Generations Act should focus in the following areas and should:

- Develop skills, increase opportunities and respect our status as a bilingual nation.
- Support people to engage with culture in their daily working and recreational lives, and bring out the best in our cultural professionals.
- Use cultural and linguistic interventions to address wider societal issues.
- Use culture and the Welsh language as a driver for economic and environmental change.
- Enable our citizens to access and engage with their own and other cultures.

Process Recommendations

In their day to day actions they should **stop**:

- Undervaluing the contribution of culture and the Welsh language to wider outcomes and the prevention agenda.
- Providing only short-term support or funding for time-limited projects or pilots, minimising the opportunity for lasting impact.
- Looking at cultural and Welsh language activities in silos.
- Planning or funding communities that do not consider its cultural impact.

In their day to day actions they should **start**:

- To strengthen the dialogue between culture, science, technology and creative industry experts and practitioners with policy makers.
- Involving arts and culture representatives in Public Services Boards work and activities.
- Making the most of local assets such as libraries, play facilities, museums, galleries, sports facilities, music venues, arts organisations, natural resources and historical spaces to support community well-being.
- Making the most of community organisations and youth groups to bridge the gap and bring culture to the spaces where people are; especially for communities such as BAME and rural, who could feel traditional 'high culture' venues are inaccessible for different reasons.
- Working with cultural professionals to design and build communities and places.
- Building the business development in towns and cities around cultural offer.
- Engaging in innovative partnerships that allow for culture to be more visible in daily life, for example linking the culture and health agendas.
- Mainstreaming Welsh language considerations into all decisions made by public bodies.
- Promoting and supporting Wales' rich diversity of cultures and languages, including working with our vibrant diaspora communities.
- Addressing current lack of access to cultural, sports and recreational activities for BAME people.

Well-being Goal: A Globally Responsible Wales

Policy Recommendations

In setting their objectives specifically in relation to this goal all public bodies and boards should:

- Clearly demonstrate the connections between their well-being objectives and steps on being globally responsible; and other areas such as the natural environment, inequality, community cohesion, procurement, decarbonisation, resource efficiency, organisational development and skills.
- Clearly set out how you understand the definition of the goal of a Globally Responsible Wales.

In setting their steps, public bodies and boards covered by the Well-being of Future Generations Act should focus in the following areas and should:

- Demonstrating global citizenship and leadership by supporting sustainable behaviour and making the connections.
- Playing their part to ensure Wales is welcoming, safe and fair to all.
- Committing to fair and ethical investment and divestment - making the right financial decisions now to enable future generations to thrive.
- Ensuring supply chains are fair, ethical and sustainable.
- Ensuring that they understand the importance of using the earth's resources efficiently in order to contribute to global well-being.

Process Recommendations

In their day to day actions they should **stop**:

- Investing in fossil fuels.
- Seeing global actions as an 'add-on' to business as usual.

In their day to day actions they should **start**:

- Exploring ways their staff can develop the knowledge and skills to understand complex global issues; and identify the impact of individual and collective actions, policies and plans. This will help ensure decisions taken have a positive impact on the world beyond Wales, or as a minimum, avoid harm.
- Being more explicit in demonstrating how initiatives, programmes and decisionmaking are making a positive contribution to global well-being.
- Taking more of a concerted effort to successfully integrate refugees and asylum seekers in Wales.
- Taking steps to ensure they are tackling modern slavery as part of their corporate safeguarding policies; and sign up to deliver Welsh Government's 'Code of Practice: Ethical Employment in Supply Chains'. This includes commitments to treat people fairly when procuring goods and services as well as guidance and training to help achieve them.
- Exploring and demonstrating how they are seeking to move to a system where products can be used again to create further value (the principles of the circular economy); and how this, for example, relates to the development of skills, innovation, local materials and saving money.
- Better demonstrating how their investments are committing to fair and ethical investment; and should further divest pensions and investments funds from sources of harm, fossil-fuels and pollutants.
- Understanding Wales' International Strategy, the United Nations Sustainable Development Goals and their relevance to Wales.
- Identifying what is happening in their communities/areas; and finding ways to help support and scale up international sustainable development initiatives.
- Resourcing and prioritising carbon and eco-literacy training for all elected members and senior officers to ensure they have the necessary skills and understanding to make the right decisions.

Section 6. Areas of Focus: Land use planning and Placemaking

In setting their objectives specifically in relation to this area of focus all public bodies and boards should:

- Ensure well-being objectives relating to 'planning' are based on 'placemaking' and integrated with other objectives so that wider benefits are achieved.
- Understand the connections between housing, the environment, technology, transport, access to services, culture and language now and for generations to come in order to help them achieve multiple objectives and steps.
- Find new ways of measuring the success of planning decisions against their well-being objectives and adopt broader measures to help in turn broaden out their objectives and enable wider well-being. For example, designing measures of success around well-being – rather than counting planning applications or looking at how long it takes to approve them – would help people take more rounded decisions about places. The Royal Town Planning Institute have recently commissioned research for the UK and Ireland, with support from Welsh Government, on measuring planning outcomes. Public bodies and in particular Welsh Government will need to consider the findings.

In setting their steps, public bodies and boards covered by the Well-being of Future Generations Act should focus in the following areas and should:

- Put in place arrangements to ensure that placemaking is considered in all strategic decision-making forums.
- Ensure resources and training are provided by planning authorities to improve involvement in the design of their local plans.
- Ask for more from developers and better involve communities to ensure projects; subject to planning permission; maximise contribution to the well-being goals and objectives.

Process Recommendations

In their day to day actions they should **stop**:

- Looking at Local Development Plans, well-being objectives and well-being plans in isolation.
- Accepting developments that are not fully aligned with Planning Policy Wales 10 and The Well-being of Future Generations (Wales) Act 2015.
- Approving proposed developments which do not enhance or maintain biodiversity.
- Measuring success through the speed at which planning applications are approved.
- Focusing on short-term solutions.
- Showing generic consideration of equality impact of Local Development Plans and major developments.

In their day to day actions they should **start**:

- Taking every step to integrate work between agencies impacting placemaking and our built environment.
- Aligning Local Development Plans and well-being plans/well-being objectives.
- Training everyone involved in planning on the Well-being of Future Generations (Wales) Act 2015 and Planning Policy Wales 10.
- Refusing developments which are not fully aligned with Planning Policy Wales 10 and the Well-being of the Future Generations (Wales) Act 2015 i.e. which do not contribute towards the delivery of sustainable development and do not improve the social, economic, environmental and cultural well-being of Wales.

- Making use of the advice and review service of the Design Commission and of the Welsh Health Impact Assessment Unit for major development and design and revisions of Local Development Plans
- Using the Value of Planning Tool to identify ways to build a case for increasing investment in planning.
- Align planning decisions with Welsh language policy and promotion standards.
- Changing mindsets from consultation to involvement and make every effort to involve people in plan design.
- To synchronise and align all their infrastructure plans.
- Considering starting to adopt Strategic Development Plans or Joint Local Development Plans where there are complex cross border movements.
- Producing plain language explanation of their Local Development Plans and their planning documents and guidance.
- Embracing the new presumption in Planning Policy Wales 10 paragraph 1.17 in favour of sustainable development in accordance with the development plan to ensure that social, economic, cultural and environmental issues are balanced and integrated.
- Using the outcome model provided in annex B of Planning Policy Wales 10.

Areas of Focus: Transport

In setting their objectives specifically in relation to this area of focus all public bodies and boards should:

- Collaborate and involve a wider set of people to review and design well-being objectives such as bus and public transport users; walkers and cyclists; schools; local business; community groups and others. This could lead to public bodies understanding the broader benefits and steps they can take to improve all aspects of well-being through transport.
- Set well-being objectives on transport which are shaped towards meeting all the wellbeing goals, especially a goal of A Healthier Wales, A More Equal Wales and A Wales of Cohesive Communities.
- Clearly show how they are integrating their objectives on transport with their other objectives.
- Move beyond setting well-being objectives and steps that respond to the transport problems of today; and instead, use long-term horizon scanning to mould the way we may need to move in future.
- Set out clearly how their objectives on transport and mobility align with carbon reduction targets.
- Seek to change behaviour around mobility and consider connectivity in its widest sense, rather than simply improving infrastructure

In setting their steps, public bodies and boards covered by the Well-being of Future Generations Act should focus in the following areas and should:

- Move away from traditional transport planning (such as road infrastructure) and onto a combination of alternative solutions that support the reduction of carbon emissions.
- Commit as a public body and/or Public Services Boards to implement a Healthy Travel Charter in their area to encourage staff to use sustainable transport modes when travelling to work and within work. They should also encourage other local public bodies (not in the Public Services Board) and private businesses to sign too.

- Focus more on cultural and behavioural change by continuously promoting sustainable modes of transport and adopting strategies to discourage and restrict car use.
- Involve people to understand the reasons why they need to be connected to certain amenities and what would incentivise walking, cycling and using public transport.
- Seek to drive a modal shift and low carbon transport emissions in their own organisations as well as seeking to change public behaviour

Process Recommendations

In their day to day actions they should **stop**:

- Retrofitting WelTAG guidance when a solution (e.g. bypass) has already been identified.
- Prioritising car travel over other modes (especially for business travel) while neglecting to support people to take public transport and provide high quality cycle facilities.
- Building large car parks for new retail developments and office spaces.
- Allowing housing developments to progress before providing sustainable transport options.

In their day to day actions they should **start**:

- Making transport decisions informed by the views of people and the community as a first step. They should engage with representatives of all groups being affected by these decisions, including young people, BAME communities, older people and people with disabilities.
- Prioritising provision of high-quality cycle facilities, encourage active travel and support people to take public transport.
- Prioritising the development of active travel infrastructure from the onset of all new developments.
- Ensuring that your transport decisions are fully integrated with housing and land-use planning to minimise the need to travel.
- Using WelTAG 17 as soon as an issue relating to transport is identified, as opposed to retrofitting once a decision on a solution has been made.
- Collaborating with businesses to explore opportunities for creating viable bus services which can operate for other purposes, especially in rural areas. Scotland, Switzerland and Ireland operate schemes where the bus service doubles up for postal delivery and carrying passengers

Areas of Focus: Housing

In setting their objectives specifically in relation to this area of focus all public bodies and boards should:

- Ensure they reflect future trends especially demographic changes and the climate and nature emergencies
- Clearly demonstrate the connections between their well-being objectives and steps on housing, and other areas, such as tackling inequality and poverty, the natural environment, fair work, skills, health and well-being.
- Consider the recommendations of the Affordable Housing Review, the Independent Review on Decarbonising Welsh Homes and the report from the Homelessness Action Group.

In setting their steps, public bodies and boards covered by the Well-being of Future Generations Act should focus in the following areas and should:

- Set out how their steps to meet their objectives on housing can align with their objectives on skills, particularly in relation to the construction industry, and development of skills in modern methods of construction, including low carbon build

Process Recommendations

In their day to day actions they should stop:

- Building homes that aren't carbon-neutral.

In their day to day actions they should start:

- Embedding values of kindness compassion in their work on housing and ensure these values are embraced by their workforce.
- Ensuring local housing market assessments specifically include well-being assessments conducted by Public Services Boards as part of the data they use.
- Working with housing associations to share and implement innovative practice.
- Considering how they can require zero waste construction through their procurement processes.
- Putting in place a clear plan for addressing climate change displacement (see the recommendation from the Resilient Wales section of Chapter 3).
- Involving the housing sector in the work of the Public Services Boards, including inviting them to join the board.
- Considering housing as one of the wider determinants of health.
- Ensuring Local Development Plans and social housing developments meet the needs of the ageing population.

Areas of Focus: Decarbonisation

In setting their objectives specifically in relation to this area of focus all public bodies and boards should:

- Ensure that all well-being objectives, including those relating to jobs, skills and health, seek opportunities to contribute to reducing emissions and consider the impacts of climate change.
- In setting well-being objectives public bodies should ensure they have a significant focus on decarbonisation. They should also ensure that decarbonisation is a key consideration in all objectives that have been set, and in taking steps to meet all well-being objectives.
- Accelerate their action on reducing emissions, helping meet Wales' target of a carbon-neutral public sector by 2030. This means mapping the areas over which you have control, and which have the biggest emissions, and having a plan in place to reduce them. Immediate areas of focus should include carbon reduction through procurement, ultra-low emissions vehicles (fleet), buildings, fossil fuel divestment, decarbonising heat, transport and tourism. (Also a recommendation in the section on A Prosperous Wales in Chapter 3).

In setting their steps, public bodies and boards covered by the Well-being of Future Generations Act should focus in the following areas and should:

- Work with Welsh Government to develop a mechanism for assessing the carbon impact of budget decisions and allocations.
- Build on progress in relation to reducing emissions from energy use and buildings, and increase the focus of their decarbonisation efforts on transport, housing, land use and procurement in line with the ambition of achieving a carbon neutral public sector by 2030. (See specific recommendations in other chapters)
- Require all publicly funded building to be carbon-neutral.
- Have an understanding of their current emissions in order to plan how these can be reduced.

Process Recommendations

In their day to day actions they should stop:

- Encouraging the use of fossil fuels.
- Encouraging habitat loss and deforestation.
- Encouraging carbon intensive agriculture.
- Funding carbon intensive infrastructure.
- Putting pressure on our natural resources.

In their day to day actions they should start:

- Thoroughly understand their current emissions in order to plan how these can be reduced.
- Resourcing and prioritising carbon and eco-literacy training for all elected members and senior officers to ensure they have the necessary skills and understanding to make the right decisions for the climate.
- Ensuring support and sufficient capacity to achieve a carbon neutral public sector by 2030.
- Reducing their need for energy and using energy more efficiently.
- Encouraging the development of local renewable energy schemes.
- Reducing their need for resources and use resource more efficiently.
- Reducing consumption and encourage a circular economy.
- Prioritising local sustainable and active travel schemes.
- Building zero carbon buildings and homes, and retrofitting existing buildings and homes.
- Acting on the health impacts relating to climate change, particularly the disproportionate impact on the most vulnerable.
- Ensuring that all decisions, including pension fund investments, are compatible with the climate emergency.
- Promoting and incentivising individual solutions to support behaviour change, that people can adopt at home and/or work to deliver a wider cultural shift in communities across Wales.
- Considering and taking action to address the climate and nature crisis together.

- Restoring forests and peatland and more sustainable land-use to protect nature.

Areas of Focus: Skills for the future

In setting their objectives specifically in relation to this area of focus all public bodies and boards should:

- Collaborate and involve a wider set of people to review and design well-being objectives, such as: schools (pupils, governors, headteachers); Further and Higher Education institutions; local business; community groups; Regional Skills Partnerships and others. This could lead to public bodies understanding the broader benefits and steps they can take to improve all aspects of well-being through skills.
- Set well-being objectives on skills which are shaped towards meeting all the wellbeing goals rather than just focusing on ‘A Prosperous Wales.’
- Clearly show how they are integrating their objectives on skills with their other objectives.
- Move beyond setting well-being objectives and steps that respond to the economic opportunities and industries of today and, instead, use long-term horizon scanning to mould our future economy - not just ensure current businesses have the workforce they need now and in the short-term.
- Undertake their own workforce audits and skills gap analyses, looking through the lens of the seven well-being goals, including Welsh language skills needs, to identify any gaps to be filled.

In setting their steps, public bodies and boards covered by the Well-being of Future Generations Act should focus in the following areas and should:

- Recognise the different skill sets that we will need to meet our targets to reduce carbon emissions and exploit opportunities in a ‘green’ and circular economy; with renewable energy, less waste and more responsible businesses.
- More widely adopt intergenerational programmes to help us to adapt to demographic changes.
- Seek to reduce inequalities by involving people in the ‘story behind the data’ and collaborating with others.
- Develop skills, promote our culture, heritage and status as a bilingual nation – particularly as creativity will be one of the most attractive skills for the future.

Process Recommendations

In their day to day actions they should **stop**:

- Measuring success on economic well-being alone, educational attainment, numbers of jobs created or economic growth and move towards recognising the wider contribution improving skills has on well-being.
- Providing funding for business without requiring them to contribute towards the national mission on education and skills for the future.
- Dismissing job applicants on the basis of qualifications alone, rather than life experience and skills.

In their day to day actions they should **start**:

- Collaborating with others who can help them to set and meet their skills-related objectives and have broader benefits beyond economic well-being.
- Re-assessing the measures of progress and outcomes for skills.

- Promoting culture and Welsh language through apprenticeships, work-based learning and ensuring that it is built in at the start of any technological development.
- Putting in place mechanisms to support and encourage lifelong learning, workforce learning, apprenticeships and work experiences.
- Adopting proactive measures in setting well-being objectives and steps, which include setting challenging targets for recruitment, retention and progression of women, Black, Asian and minority ethnic groups and disabled people; ensuring that they are visible and represented at all levels in their organisation.
- Adopting the actions of the Diversity and Inclusion Strategy for Public Appointments, aimed at providing equal opportunity for all, such as providing mandatory equality training and unconscious bias training.
- Communicating how The Well-being of Future Generations (Wales) Act 2015 links to the delivery of the new curriculum, to ensure that education helps Wales meet its wellbeing goals; including the role schools, colleges and universities could play in meeting local well-being objectives.
- Collaborating with other public, private and voluntary sector organisations to support teaching and learning, provide work experience opportunities and apprenticeships.
- Creating job ladders in areas where there has been no opportunity for progression. Consider introducing job switching to help people progress and gain new skills.

Areas of Focus: Adverse Childhood Experiences

In setting their objectives specifically in relation to this area of focus all public bodies and boards should:

- Collaborate with wider stakeholders including community anchor organisations and the ACE Support Hub.
- Set well-being objectives on Adverse Childhood Experiences that seize opportunities to work with partners beyond traditional services and to consider how they are doing this you can meet other well-being objectives and goals.
- Be willing to fundamentally reform existing services.

In setting their steps, public bodies and boards covered by the Well-being of Future Generations Act should focus in the following areas and should:

- Identify evidence based practice from across Wales and beyond and adopt locally.
- Standardise training for Adverse Childhood Experiences and it should be quality assured across all public bodies by formal evaluation; and embedded in organisations so looking through an 'ACE lens' becomes the cultural norm. An accreditation, or approved list in Wales should be explored by the ACE Support Hub.
- Look at the whole system and replace competition with compassion – interventions should be dealing with the person, not the specific issue.

Process Recommendations

In their day to day actions they should **stop**:

- A siloed approach to early intervention and prevention of Adverse Childhood Experiences.
- Seeing Adverse Childhood Experiences as just a health and social care issue.
- Adding more complexity to the existing system.

- Seeing Adverse Childhood Experiences as a deficit model and not focusing on resilience.

In their day to day actions they should **start**:

- Pooling resources and budgets for the common purpose of tackling Adverse Childhood Experiences.
- Placing an ‘ACE lens’ over all well-being objectives.
- Breaking down barriers between professions, public bodies and communities to allow collaboration and integration.
- To use implementation science for new initiatives and commit to scale up when they work.
- Ensuring relevant information about vulnerable children and families is shared promptly with schools as well as other statutory agencies – adopting Operation Encompass across the board.

Areas of Focus: Health and Wellness System

No public sector recommendations.

Section 7. Survey about draft recommendations

The Commissioner decided to make her draft findings and recommendations publicly available for comment in a ‘you said, we did’ approach.

The COVID-19 outbreak meant that she did this through an online survey rather than through drop-in involvement days, for people to tell them whether they had accurately reflected what they had told us and whether they thought what she proposed going forward would make a positive impact on the issues raised. The FG team layered out the vision, listed their analysis of people’s perceptions and asked respondents to score of likeliness of her recommendations to address their issues.

Their feedback has influenced the wording of, and also which recommendations have been taken forward into the final report.

The top recommendations people supported were:

- Transport - Allocate at least 50% of capital transport spend on improving bus and train services (80%)
- Housing - Welsh Government to ensure all grant funding provided for housing in Wales is spent in line with the framework of the Future Generations Act (89%)
- Skills for the Future - Require Regional Skills Partnerships to develop insight and plans that demonstrate how they are applying the Act (76%)
- Adverse Childhood Experiences Provide appropriate funding for a coordinated whole-system approach across the public sector (81%)
- Land Use Planning and Placemaking Change the presumption in favour of development by a need to demonstrate how proposed developments will improve the social, cultural, environmental and economic well-being of the area to be granted planning permission (91%).

The top recommendation people chose was ‘Changing funding arrangements across sectors and services to encourage collaboration to keep people well and reduce demand’ (94%), as per the section on A Healthier Wales in Chapter 3, reflecting an area which the Commissioner also considers needs specific and concerted action from Welsh Government.



POWYS PUBLIC SERVICE BOARD

PUBLIC SERVICE BOARD MINUTES

19 December 2019 at 10.00

Llandrindod Wells Fire Station

1.	ATTENDANCE AND APOLOGIES
	<p>In attendance:</p> <ul style="list-style-type: none"> • Councillor Rosemarie Harris (PCC) (In the Chair) • Julian Atkins (Brecon Beacons National Park Authority) • Stuart Bourne (PTHB) (by Skype) • Nigel Brinn (PCC) • Jamie Burt (PAVO) • Ifan Charles (Dyfed Powys Police) • Carl Cooper (PAVO) • Martin Cox (NRW) • Vivienne Harpwood (PTHB) • Alison Perry (Office of the Police and Crime Commissioner) (by Skype) • Derrick Pugh (One Voice Wales) • Craig Thomas (MWWFRS) • Dan Williams (Department of Work and Pensions) • Councillor D Elwyn Williams (Mid and West Wales Fire and Rescue Service) <p>Scrutiny:</p> <ul style="list-style-type: none"> • Angela Davies <p>Supporting:</p> <ul style="list-style-type: none"> • Catherine James (PCC) • Rhian Jones (PCC) • Bethan Ledger (PCC) • Helen Lecocq (BBNPA for item 7) • Diane Reynolds (PCC for item 8) • Steve Boyd (PCC) <p>Apologies for absence were received from Ian Charlesworth (PAVO), Assistant Chief Fire Officer Iwan Cray (MWWFRS), Christine Harley (HM Prisons and Probation Service), Chief Inspector Mark McSweeney (Dyfed Powys Police), Carol Shillabeer (PTHB), Caroline Turner, Ness Young and Emma Palmer (PCC).</p>
2.	WALES AUDIT OFFICE REVIEW
	<p>PSB considered its response to the Wales Audit Office's review of Public Service Board in Wales and its recommendations.</p>



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	<p>Recommendation 1: 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.</p> <p>Action/Response: All step leads to assess how their delivery plans and activities impact on groups with the 9 protected characteristics and report back to the next meeting in March 2020.</p> <p>Improve transparency and accountability by making PSB meetings, agendas, papers and minutes accessible and available to the public.</p> <p>Action/Response: Already in place for Powys PSB.</p> <p>Strengthen involvement by working to the guidance in the National Principles for Public Engagement in Wales</p> <p>Action/Response: Check that the PSB has formally adopted the National Principles for Public Engagement and ask the Officers Group to confirm that the PSB is working to those principles.</p> <p>Recommendation 2: Improve scrutiny</p> <p>Response: referred to Powys PSB Scrutiny Committee</p> <p>Recommendation 3 PSBs take the opportunity to discharge other plan and strategy obligations through the Local Wellbeing Plan</p> <p>Response: already being implemented as part of the delivery plans and actions for Steps 5, 10 and 11.</p> <p>Arising out of the discussions it was agreed to write to Welsh Government to seek financial support for the PSB and to check if Huw Lewis, who was the new WG lead on Step 7, was also the statutory Welsh Government invitee on the PSB.</p>
3.	ONE VOICE WALES REPRESENTATION
	<p>Since the last meeting discussions had 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</p>



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	<p>the PSB would involve. As a result of those discussions it was proposed that one member of the One Voice Wales Executive Board 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. Councillor Derrick Pugh was the representative for Montgomeryshire.</p> <p>The proposal was agreed and the Chair formally welcomed Councillor Pugh to the Board.</p>
4.	NEIGHBOURHOOD POLICING
	<p>Chief Inspector Mark McSweeney was unable to be present so this item was deferred to the next meeting.</p>
5.	RECRUITMENT OF SPECIAL POLICE OFFICERS
	<p>Dr Mark Wright gave a presentation on Employer Supported Policing highlighting the benefits for employers and employees. He would welcome the opportunity to discuss this with representatives of the partner organisations. PCC had just signed up for the scheme.</p>
6.	PERFORMANCE INDICATORS (STEP 2)
	<p>Julian Atkins gave an update and would provide a further update at the PSB Scrutiny Committee in January. Every organisation was using their own reporting mechanism. Resourcing remained an issue and was a barrier to progress.</p>
7.	PREFERRED DEVELOPMENT STRATEGY FOR THE NATIONAL PARK (POPULATION AND DEMOGRAPHIC MODELLING)
	<p>The BBNPA had entered into a delivery agreement with Welsh Government for the preparation of a replacement development plan for 2018-2033. The BBNPA was planning for population growth in the period of between 2,500 and 2,750 which would be mostly facilitated by building homes on brown field sites coming on stream in Brecon. This projection was contrary to WG projections and the BBNPA wanted partners to be aware for their own purposes when planning services. It was important that partners used consistent forecasts. It was noted that the local government funding formula was based on population estimates and that a higher</p>



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	<p>population growth figure would be beneficial. Officers confirmed that a refresh of the population assessment was due in 2020.</p>
8.	DELIVERING TOWARDS 2040
	<p><u>Step 8</u> Work had been on hold during the summer pending a review of membership and the phase 1 draft of the Mid Wales Area Statement. The Area Statement would link closely with the PSB environment strategy and had been developed following extensive stakeholder engagement.</p> <p><u>Step 4</u> PCC had launched its digital strategy having secured Welsh Government funding. The Info bank had also been recently launched. Diane Reynolds and Carl Cooper would discuss 3rd sector involvement outside the meeting.</p> <p><u>Steps 9 & 10</u> An update report had been circulated and a further update would be provided at the next meeting.</p>
9.	MINUTES AND MATTERS ARISING
	<p>The minutes of the last meeting held on 19th September 2019 were agreed as a correct record.</p>
10.	ANY OTHER BUSINESS
	<p>Step leads were asked to give some thought to the format of the next annual report. Some had liked the Youtube format used for the last report, while others would have preferred a written report.</p> <p>Ifan Charles reported that Dyfed Powys Police and Crime Commissioner had allocated £10k each for Brecknockshire, Montgomeryshire and Radnorshire Community Steering Groups to allocate to local groups.</p>
11.	DATES OF FUTURE PSB MEETINGS
	<p>The dates of the meetings in 2020 were noted. Y Gaer was suggested as a venue for one of the meetings.</p>



POWYS PUBLIC SERVICE BOARD

County Councillor Rosemarie Harris

Chair

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