

02/10/2017

Advice from the Future Generations Commissioner for Wales: Cardiff PSB

Dear Cardiff Public Services Board and supporting officers,

Thank you for seeking my advice on how you might take steps to meet your draft well-being objectives, which currently are:

- A Capital City that works for Wales.
- Cardiff's population growth is managed in a resilient way.
- Safe, confident and empowered communities.
- Cardiff is a great place to grow up.
- Supporting people out of poverty.
- Cardiff is a great place to grow older.
- Modernising and integrating our public services.

My team have found that talking to you regularly and seeing your work as it progresses has given them a valuable understanding of how you work together. I hope you have also found these regular touch-points helpful in giving you advice along the way. I was keen that my advice would be useful to you and the context within which you work. I am building an understanding of this now across Wales, seeking to share my learning of different approaches and what seems to work well or not.

I would encourage you to read this letter in conjunction with my response to your well-being assessment. My reviews of the assessments should be seen as 'feed-forward', rather than 'feedback', helping you to consider how to approach continuous assessment and well-being planning. As you know, I have also recently published ['Well-being in Wales: Planning today for a better tomorrow'](#), which highlights key findings and recommendations for all PSBs and public bodies on the key areas of change needed to make better decisions for future generations. Both resources are also intended as advice to you.

The purpose of this advice is not to give you my opinion on your well-being objectives or your draft plan. These are determined and owned by you, as a collective PSB. Instead, this advice is intended to help you challenge the way things are done and demonstrate how you are doing so through your well-being plan. Therefore, the first part of my advice is about how you might work together differently, apply the sustainable development principle and use the five ways of working to challenge business as usual in taking steps to meet your objectives. The second part of my advice is based on your draft objectives and provides prompts, resources and contacts to help you demonstrate through your well-being plan that you have used the five ways of working and seven well-being goals to shape your steps.

Adopting different ways of working to take steps to meet your draft objectives:

I have said to every PSB that, in setting their steps and publishing a well-being plan, I would like to understand what this means for their area specifically and how this is different to what has been done before. By this, I mean what services will be affected, what commitments you have made and how things are changing for Cardiff. Achieving the ambitions of this Act is about the 'what' and the 'how' i.e. what are you doing to contribute to our shared vision of the seven national well-being goals? The goals acknowledge that sustainable development connects the environment in which we live, the economy in which we work, the society in which we enjoy and the cultures in which we share, to people and their quality of life, so what are you going to do differently together to meet these? And, how you are applying the sustainable development principle to shape your actions for Cardiff?

As I have said to PSBs, I know you don't have all of the answers yet as you are developing your approach to working together differently and consulting on your draft plans. It is really encouraging to see that you are relating the draft objectives and steps to the context of Cardiff and attempting to explain your contributions to the seven goals. I hope this advice helps you to do this in the best possible way and I would advise that you will need to demonstrate how your PSB has considered the following in relation to each of your objectives:

- **Long-term:** As I said in my response to your well-being assessment, talking about the 'Cardiff Today and Cardiff Tomorrow' is to be commended. I can see you have thought about the long term trends in your draft plan. Your focus is understandably on Cardiff and public services, so I would advise that you build on this from a perspective outside of Cardiff as you think about the steps you could take. What do you understand about what's happening in the rest of Wales and how this is going to impact on Cardiff? What are the global long-term trends, opportunities, risks and likely scenarios for this issue? Have you explored their impact on your steps? Are there current gaps in your data or understanding? What fore-sighting or future trends information do you need to understand this issue better? What capacity, confidence and expertise do you need to fill gaps in knowledge? To inform the action you take, you will need to adequately map and consider the future trends for each of your objectives. My office is working with others to build capacity in this area and, as your support team are aware, Welsh Government have been adding to the 'Future Trends' report resources, which you should make most use of by accessing available through Objective Connect or by contacting David Thomas. [The Oxford Martin 'Now for the long-term'](#) report shows global and national future trends that we all need to react to in carrying out sustainable development.
- **Prevention:** In considering this issue, do you have an understanding of what you are trying to prevent? What are the root causes of the issue and when would be the best point to intervene? Are you clear on whether it is primary prevention i.e. seeking to prevent something before it has even occurred; secondary prevention i.e. preventing something from getting worse; or tertiary prevention i.e. softening the impact of something that has ongoing effects; that is needed?

This is the difference between encouraging someone to wear a bicycle helmet (primary prevention of head-injury); putting someone in the recovery position if they have fallen from their bike (secondary prevention of the injury worsening) and counselling after the accident (tertiary prevention to help ongoing injuries from worsening). Many PSBs haven't used their assessments to fully understand both the current situation and the scale and nature of the response required. At the moment, your high level steps are encouraging but it is not clear how services and resourcing will change in Cardiff to be more preventative. I appreciate you might not know the full picture yet, but I want to see all PSBs exploring how they break cycles and dig deeper into data to see the implicit messages in the data to better understand the causes and effects of key issues and trends to inform your steps.

- **Collaboration:** It is important that the people who sit around the PSB table can bring the best range of insights, constructive challenge, data and solutions to the PSB. Have you got the right people around the table, at the right level to make decisions around this issue? Who else might you need to be collaborating with to better understand this? As recommended in my report on the Well-being Assessments, now is a timely opportunity to review the invited membership of the PSB and consider who are the 'unusual' suspects that you may need to work with to take steps to meet this objective?

In delivering the steps, how might your organisations collaborate? You will need to demonstrate how your PSB is considering the steps that need to be taken together and across organisational boundaries in order to effectively meet your objectives. This could include jointly funding support, co-locating staff, breaking down traditional structures, arranging job-swaps and secondments and, importantly, pooling resources. I will want to see how you have considered these benefits and how the steps you will take move you towards achieving this collaboration.

- **Integration:** For each of your objectives, you must demonstrate that you are seeking to maximise your contribution to each of the statutory definitions of the well-being goals. How are you going to stop just doing something that meets the objective, and instead, demonstrate that you are taking steps which maximise your contribution to each of the goals? Instead of looking at this issue in a traditional and general sense, have you looked at the definition for each of the goals to widen your understanding of well-being for this issue and the opportunities which might exist for meeting these goals through each of your objectives? How well do you understand the contribution your organisation makes at the moment to this objective? And do you understand how different is the contribution you will need to make going forward for this objective?

How can you plot what's going on elsewhere in your organisations, the strategies and plans at a regional or a national level, to connect and lead with others on achieving this objective? Have you yet acknowledged the barriers or tensions that have arisen and what steps can you (or others) take to remove them? Who else is needed around the PSB table to help you interconnect decision-making and improve well-being for this issue?

- **Involvement:** I can see you have started to think about how you meaningfully involve people in shaping and delivering your objectives and steps. I want to see a demonstrated continued focus on this for all PSBs. In fulfilling this, how are you taking steps to understand the lived experiences of people in your area and how is this shaping your actions? How are you actively seeking better ways of involving people in decision-making? How can you collaborate with members of the community in meeting these steps? As with the Social Care Wales Board, what options are there for involving people with lived experience on Boards and partnership groups?

I am reiterating to all PSB members that setting objectives and steps is not business as usual. In the past, we have drawn out themes and priorities and written plans that show what we are doing anyway. Even now, despite the evidence in the assessments showing a range of alarming trends, it seems PSBs are only engaging in safe and non-contentious territory. To adapt your ways of working requires a fundamentally different approach and you need to give yourselves the time and space as a PSB to question whether current approaches to public service delivery are fit for the future. It is time to explore key pressures and tensions in policy and delivery that you are dealing with every day as leaders of your own organisations.

Your approach to holding workshop sessions as part of your PSB meetings and getting out of civic centre meeting rooms to discuss what actions you are going to collectively take is something I am recommending to all PSBs. I have made the recommendation in ['Well-being in Wales: Planning today for a better tomorrow'](#) that we move away from seeing PSBs as a local authority-led committee meeting, with PSBs building a mutual understanding and respect of each other's professions. The PSB should be about a new way of working, not driven by any one organisation's culture. The Chair of the PSB, how and where meetings are held and how the PSB is supported can all shift mindsets and allow for healthier challenge to 'business as usual'.

As leaders in the capital city of Wales, I know you sit in many meetings, partnership structures and have involvement in many initiatives. See the PSB as an opportunity to wear those different hats, to raise challenges and as an opportunity to integrate and collaborate at your influential level. For your draft plan to be delivered, your leadership needs to permeate throughout your organisations. Communicating why the work of the PSB matters to your own senior management teams and using the well-being plan to challenge current practices within your own departments is crucial to creating the culture change your draft plan advocates. How can you empower your staff to attend partnership meetings, be tasked with the work of the PSB and make things happen? Across Wales, I have been hearing that this particularly applies to middle management, who are perhaps struggling to compromise current frameworks with the Act. I have a role to recognise and mitigate barriers, but so do you – as senior leaders, in challenging your managers to work differently and be 'safe to fail'.

You will need to demonstrate how each of the public bodies represented at your PSB are taking all reasonable steps in the exercising of their functions to meet the PSB's objectives. I appreciate that during the first phases of implementation of the Act this may be challenging, as the objectives of individual public bodies have been set. But, whilst I am sympathetic to the needs of PSBs and public bodies to have time to work towards alignment I will

want to see that the work of the PSB is not seen as something separate to the priorities of its member bodies. Over the next few months, I want to see PSBs demonstrating how all members can maximise their contribution to, for example, a low carbon society, healthy functioning ecosystems, safe and well-connected communities or protecting the Welsh language, through the objectives and steps they have set.

I am seeing models of co-ordination and PSB support that differ across the country. Where it is a commitment of more than one PSB member organisation, there is an underlying recognition that people are signed up to this challenge. I would advise all PSBs to at least move to closer working arrangements across your organisations, a multi-agency virtual team with a senior leader or more formal secondments and co-location. There are several resources that may be of use, such as [Designing Multi-Agency Partnerships; Leading Culture Change](#) and [Stepping up: a framework for public sector leadership on sustainability](#). Taking a different approach is challenging and requires you, not your supporting officers but people in positions of leadership, to play your part and be brave in driving the changes needed. I hope you continue to lead an intelligence-based approach to finding different solutions to how things have been previously done.

Advice on how you might take steps to meet your draft objectives:

From the regular conversations you have had with my team, I know your supporting officers have worked hard over the summer to draw on your assessment findings, gather professional knowledge and draft your objectives and steps. In general, as you go about holding workshops to explore each of your objectives, I think seeking to understand the differences across the city will help to inform the steps you decide to take. Consistently using the five ways of working to challenge your usual approach and seeking to maximise your contribution to the seven well-being goals in each of your objectives will give you a framework for planning and delivery.

You should be considering what local services will be impacted if you redirect investment? Are there long-term trends for particular communities that you believe will get worse if you don't take action? Which communities would benefit and how? What can you do things differently that contributes to each of the seven goals? I know you will be continuing to work on this throughout the next year or so and have engaged with Y Lab to run a City Innovation Hub to help you consider new solutions. I will be really interested to see this learning shared and I want to see how you're demonstrating this thinking in your published well-being plan, even if this is stating that you don't have the answers yet and explaining what you're going to do about it!

- ***A capital city that works for Wales.***

Cardiff's growth and reinvention are a good example of how rapidly things can change in a generation. As you have acknowledged, the city is enjoying a raised international profile, positive economic outputs and a thriving cultural scene. Meeting this objective certainly relies on celebrating and building up these positive factors, but in doing so, you must consider how your actions can cause rapid change for the next generation and for future generations to come.

You are clearly thinking about the risks and opportunities facing Cardiff in the medium term, such as Brexit, attracting investment and delivering major events for the city. I would suggest that these are short term steps with long term consequences, and you need to further consider scenarios for Cardiff and take steps to either prevent or encourage these to occur. For instance, understanding the impact of Brexit is something that needs to be undertaken rapidly as part of your continuous well-being assessment of Cardiff. This information can then give you evidence to set out clear longer-term steps on what you, as a PSB, intend to do to manage, mitigate and resolve issues that arise. Seeking to attract more major events to the city is also a medium-term action. How can you do this in a way that maximises your contribution to the seven well-being goals? Could profit from these major events be invested in initiatives that seek to reduce carbon emissions, given that so many will travel to be at events like the Champions League Final?

Cardiff is also experiencing a rise in tourism and, attracting more major events to the city will only increase this in coming years. How can you encourage sustainable tourism; active travel routes; creating small and local business opportunities across the city? Other PSBs are also seeking to increase tourist numbers and grow their economy. Cardiff will be a destination for many, so how can you work together to encourage people to sustainably explore other corners of Wales? Encouraging a focus around the culture and language of the city, the cohesion and attractiveness of communities, and the beautiful natural environment surrounding Cardiff can also help you maximise your contribution to all of the goals. Could this also involve people undertaking apprenticeships or training to support people out of poverty?

The Cardiff Capital Region is an exciting opportunity for South Wales, but I have previously expressed concern that the deal is being progressed with those involved seeing the Well-being of Future Generations Act as something you assess your actions against, rather than shaping how things are planned and agreed. You play a central role in steering these opportunities as the economic centre of the region. I would advise that, as people in positions of leadership, you need to influence the current negotiations with the economic, environmental, social and cultural well-being of people across the region in mind. The Joseph Rowntree Foundation estimates that poverty costs the whole region £2.2 billion per year. Increasing GDP has little impact on reducing inequalities, and in eight out of the ten Local Authority areas in the region, child poverty is above the Welsh average. So, interpreting the value of the City Region as purely economic would be misplaced. Yes, this is a positive economic opportunity but how can we balance our responsibilities to develop a city region that is sustainable and puts people at the centre. My [letter to those involved in December 2016](#) hopefully provides you with some advice on the matter and [I also recently commented](#) in response to Dr Mark Lang and Professor Terry Marsden's recent report "[Re-thinking Growth: Toward the Well-being Economy.](#)"

My team have also been working with Transport for Wales on proposals for the Metro and rail franchise. This has been a positive dialogue to date and I have shared with them our 'Future Generations Framework', developed in partnership with the New Economics Foundation, which has also been shared with your support team. The purpose of this framework (originally intended for projects concerning infrastructure) is to help public bodies use

the Well-being of Future Generations Act as a framework for thinking when developing projects; it can also be used to review progress as the project develops. We are working on ensuring the framework is applicable to a wider range of projects including policy/programme development. In the meantime, I would advise you use it as a PSB in your workshop sessions and we would be interested to hear any feedback on its usefulness to your work.

I am encouraged to see you appreciating the influence and reach you have as a PSB. I would advise that, as public service leaders, you continue to consider what actions you can take or influence to meet this objective. Do your organisational policies currently seek to help sustainable local businesses? How can your procurement procedures maximise what you can do to be a globally responsible city by cutting down on transporting goods, investing in local trade and placing value on long-term usability rather than focussing on cost alone? How can you integrate your support for these businesses and link with policy and service delivery opportunities at a national and regional level? In return, what social responsibilities do businesses have to their communities? Can you better integrate your work so this contributes to a more equal Wales and your objective to support people out of poverty? [Forum for the Future](#) have published reports on this and my office are working with [Value Wales](#) to pilot new approaches to procurement in the context of the Act with Local Authorities and other public bodies.

Your draft plan discusses that the ambition is to attract more high quality and high value businesses. I suggest this will need to be balanced with your duty to improve the social, cultural and environmental well-being of the city also. As you have said, congestion, air pollution issues and the city's carbon emissions are already an issue, which would only be exacerbated by certain kinds of business. In contributing to a prosperous Wales, you must demonstrate you're working to "an innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately...". In considering growth, you need to put a low carbon economy at the centre of your objective. This also links to the steps of your second draft objective in improving air quality; as 40% of the workforce currently commute into Cardiff and 80% of inbound commuters are by car. This poses a problem for people commuting to these potential new businesses with your assessment identifying that the road traffic is the major cause for high levels of nitrogen oxide in the city. I would suggest that this needs careful thought and modelling over the long term; and should be central to delivering a sustainable capital city.

As you have recognised, however, the future of work and patterns of employment is changing, which will inevitably have an impact on how we interact with work. The [Future of Work report](#) predicts that 65 percent of the children who are now starting school will find themselves working jobs as adults that don't even exist yet. [And, according to McKinsey](#), technology could automate 45 percent of the tasks people are currently paid to do. Have you modelled how this could impact on the local economy? How can you act for the long-term now and seek to instill skills in young people that are fit for the future? What opportunities are there to take advantage of likely automation? What action can you take now, as public service providers, to encourage learning and jobs in the foundational economy, around local care, retail and food industries, which are jobs less likely to be automated in future and good for the local economy? A [recent report by the Joseph Rowntree Foundation](#) highlights the value of the social economy in creating jobs, strengthening skills and employability. How can you

encourage equality through initiatives? Cardiff is a diverse city and [there are persistent pay gaps](#) across the UK between white males and other groups. How can you encourage people to gain more meaning from their work? In the future, work / life balance will become more important and a recent [World Economic Forum blog](#) asks 'What is the meaning of work?' and quotes: "I believe in a future where the point of education is not to prepare you for another useless job, but for a life well lived." These are the kinds of long-term trends I want to see PSBs exploring in setting their steps.

The further and higher education institutions in Cardiff, across Wales and in England should be engaged in this conversation, given that Cardiff attracts so many young people for work. Is there an equality of opportunity across the city? Children and young people have pointed out that teamwork, communication and confidence are as valuable as good grades when entering the workplace (in the [Prince's Trust recent Results for Life report](#)), so, linked to supporting people out of poverty, how are young people across the capital having the opportunity to gain these skills?

You should be maximising your contribution to a Wales that has a vibrant culture and thriving Welsh language in every draft objective. Given the ambition to double the number of Welsh speakers in Cardiff and the Welsh Government's target of one million Welsh speakers by 2050, as set out in '[Cymraeg 2050](#)', how are you actively growing Welsh in the city? How can you encourage businesses to place value on recruiting Welsh speakers? Alun Davies AM [announced funding for growing bilingual small businesses](#) recently to increase visibility of Welsh in our communities. Can you adopt a business support system based on businesses maximising their contribution to the seven well-being goals? The Welsh Language Commissioner's team have been working with my office, considering how they best help PSBs to consider the role they can play; please let my team know if you would like to discuss this.

Several other PSBs are drafting similar objectives and steps including Powys; Ceredigion; Newport; Pembrokeshire; and Caerphilly.

- *Cardiff's population growth is managed in a resilient way.*

As I have already advised, achievement of this objective is interconnected with a capital city that works for Wales – this is the sustainable development principle in practice, where you will need to balance economic growth and positive inward migration with improving environmental, social and cultural well-being. I am encouraged to see you thinking about the impact of more people in Cardiff over the next ten years and I would encourage you to think even further ahead than this in your planning and delivery. Most of the homes that we live in are around a century old, the street infrastructure a couple of centuries old in some areas and our transport is certainly last century. This is an opportunity to think about new and existing infrastructure that is fit for the future, that will last our children and their children, and even their children's children.

Cardiff's Local Development Plan has set out new communities to be created by 2026. In considering the development of these areas, and those beyond 2026 now, I advise that the seven well-being goals are used as a frame to shape the thinking of planning and development. Housing is the cornerstone of well-being; how it is built, affordability, where it is located and how suitable it is to the needs of its inhabitants now and for the future can have a massive impact on health, equality, community cohesion, the environment. Most of the older housing in Wales fall short of energy efficiency, homes are being built for families and without flexibility of use, and we are consistently seeing large estates being built with little appreciation for active travel, far from walking distance to shops, pubs, green or blue space, or public services.

The [Resolution Foundation](#) finds that across the country, millennials [are spending three times as much as their grandparents on housing](#), with today's 30-year olds half as likely to own a home as their parents - a long term trend now worsening for future generations. As well as developing housing that meets demographic change, Wales also has an opportunity to develop housing that better meets modern conceptions of what it means to live well, adopting technology to allow people to live low-carbon lives. This, of course, links to several of your other objectives on growing older, growing up in Cardiff, supporting people out of poverty and modernising public services. There is no question that if we are to change people's travel habits and reduce our carbon emissions, we need homes in communities that are fit for the future. The [Welsh Government has launched a £20 million innovative housing fund and](#) over the next two years, it will support both the supply of affordable housing and the improvement of the quality of housing that is delivered. PSBs should be seeking to influence how this fund is utilised and understand the impact it has on Wales to inform their long-term steps on housing.

Infrastructure goes beyond housing and how you plan, design and locate future developments, buildings, infrastructure and other public and community spaces as part of your Local Development Plan is critical to creating a prosperous and environmentally resilient city. [The Closing the Circle](#) report on the circular economy and the Welsh Environment is a useful report by Constructing Excellence in Wales, giving practical examples of where the public sector can look to minimise waste and resources in future projects. You can also take inspiration from some of the projects mentioned in the recent [Constructing Excellence Awards](#), such as the Active Classroom. Having a consideration of how 'green' these buildings are, both in terms of energy efficiency and sustainable construction, is a quick win for you as a PSB. The [Wildlife Trust in Wales report into green infrastructure](#) outlines how green infrastructure delivers a wide range of proven, tangible, and cost-effective economic, social and environmental benefits. The [Design Commission for Wales](#) also has case studies and resources on design that focuses on users, maximises energy efficiency and has been shown to significantly improve patient recovery in health.

Clearly, an influx of people and the logistics of getting people from one place to another is a vital consideration. I am encouraged by the targets you are setting yourselves to shift transportation modes over the next ten years. Clearly the Metro and improved rail links will be part of this, but how are you looking longer term to popular ownership of electric vehicles? Some PSBs are already installing electric charging points around their areas and encouraging staff to purchase electric vehicles through use of an electric pool car. Have you modelled what

impact driverless cars could have on the city and of future housing developments? Some predict that car ownership will drop significantly and that there may be an [increase in people moving out of cities](#), due to being able to work and travel. There is an opportunity to create more sustainable transport solutions for the growth of population and economy in Cardiff and I advise you collaborate with some 'unusual suspects' to understand the implications of planning this for the long term.

With population growth comes threat to our natural environment. Cardiff is a celebrated green city with parkland, green spaces, rivers and coastline. Although urban, as your well-being assessment states, it is home to many natural habitats and the connectivity of green space around the city means different species thrive. The people of Cardiff experience enhanced health and well-being because of the natural green and blue space on offer. You have a duty to "maintain and enhance a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change" within the Act and I would advise that you consider the place-based approaches to doing so. You have stated that access to green space is not the same across the city and that different parts of the city face different risks for the environment. Understanding this and integrating it with your other objectives could provide multiple benefits of involving the communities in creating green space, that also serves the purpose of mitigating risks. How can you also contribute to a Wales of vibrant culture and thriving Welsh language? The definition for this goal is "a society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation." Getting people outdoors, participating in sport, celebrating their culture and heritage through the green spaces of Cardiff should be encouraged. I am impressed by the '[Greener Grangetown](#)' and [Dwr Cymru Rainscape](#) project in this respect and I would encourage more like this. How can other members of the PSB be collaborating on this? In taking a place-based approach and involving the community, what other benefits can be realised in relation to cohesion, education and health?

Climate change is a huge global challenge, but we all have a responsibility; [Zero Carbon Britain's recent 'Making it Happen'](#) report sets out what we can do for future generations to act on climate change now. I would like to see the PSB considering the specific effects for Cardiff more in their short, medium and long-term actions. In the future, the effects of climate change are likely to cause droughts in the summer, meaning a shortage of water, declining bio-diversity and a knock-on effect for agriculture. Much of Wales is reliant on agriculture for the economy and we all rely on the environment for food, water and recreation. You have recognised that Cardiff is at risk of flooding, so I would suggest you need to look at critical infrastructure at risk. Are current approaches adequate to cope? How can you use scenarios to imagine what preventative action you could take to protect water supplies and transportation in the event of extreme weather?

Your own responsibilities as organisations needs to be clear in the steps you take to meet this objective. How can you, as senior officers, create organisations that are more globally responsible and contributing to a resilient Cardiff? Although the public sector only accounts for a relatively small amount of Wales' emissions, you are uniquely placed to influence emissions far more widely in areas such as transport of goods and people, use and investment in energy, land use and procurement. [The Welsh Government recently published](#) carbon emission

levels subdivided by Local Authority and a [Call for Evidence](#) to explore the most effective mechanisms for achieving a carbon neutral public sector by 2030. I will be hosting an event on the 9th November, in partnership with Welsh Government and Natural Resources Wales to: explore how the public service in Wales can involve people in collaborating and integrating their work, to take greater account of the long-term carbon implications of their activities, and help prevent the effects of climate change becoming even worse.

The [WWF environmental footprint calculator](#) serves a sharp reminder to us all of our potential to impact change and the impact communities can have on carbon emissions. [NESTA has a guide](#) to working with communities to tackle climate change, including the 'Big Green Challenge', where participants changed their lifestyles to reduce their carbon footprint and an extreme example includes the [Isle of Eigg in Scotland](#), where the community are having a positive impact on their environment by introducing renewable community energy schemes, building sustainable businesses and improving biodiversity. We have clear commitments to meet in terms of carbon reduction, the UK has pledged to have zero emissions by 2050 and every Welsh Government has pledged for more green jobs. But despite Wales being a place of great potential in providing natural energy, only 10% of Wales' electricity in 2013 was provided through renewable energy. Last year, the National Assembly for Wales Environment and Sustainability Committee produced '[A Smarter Energy Future for Wales](#)', with 19 recommendations for how Wales could transform its approach to energy. More recently, Smart Energy GB have produced a report on '[A Smart Energy Future for Rural Areas](#)', giving examples and case studies of rural areas across the UK who are making that transition.

Other PSBs seeking to protect their environment and undertake further work to understand the risks for their communities include Blaenau Gwent; the Vale of Glamorgan; Carmarthenshire; Pembrokeshire and Caerphilly.

- *Safe, confident and empowered communities.*

Cardiff's diversity and inclusivity are to be welcomed and celebrated. As you have recognised, this diversity is growing and it is important that feel welcome, a sense of belonging and ownership over their new communities. This applies to both the large numbers of people arriving in Cardiff and those who already live here. "Attractive, safe, viable and well-connected communities" improves every aspect of well-being. A lack of these things can create tensions, poor well-being and, in extreme cases, criminal behaviour. It is encouraging that you are considering how best to prevent this and encourage involvement of people in the solutions.

Only by understanding the differences across communities in Cardiff through listening to people and spending time there can you begin to see where the PSB can add value. Involving people is central to achieving this objective and I would advise each of your organisations to commit to the National Participation Standards. You may wish to contact [Participation Cymru](#), who can support your officers in gaining the skills vital for effective and meaningful involvement. [Co-production Network Wales](#) could help you consider time banking schemes, provide examples of good coproduction and help you to identify and engage community leaders. I know you already have locality and neighbourhood structures in place; this is a good start but how often are they truly empowered to

take a decision, tweak a service or solve a problem that makes a big difference for that area? This work should also be taking an asset based approach, helping people across Cardiff to recognise their strengths, see the positives about their communities and build upon them. For instance, your assessment states that there is an issue of inequality when it comes to feelings of safety in the city, particularly for women and disabled people, who have a perception that some areas are unsafe. How can breaking down barriers between geographical and demographic communities help to alter preconceptions?

Deepening your understanding of communities is best learnt from the lived experiences of people who live there. Involving your staff, getting out and about to speak to people and collaborating with them to deliver projects is a way of winning the trust of communities and seeing positive results. Similar work is already being done in [Trowbridge and St Mellons](#) through the Big Lottery funded Building Communities Trust. You may not know who the potential community leaders and connectors are in some areas, so if you are committed to this, re-purpose your resources to do more work in communities, to begin to know a place as the people who live there know it. No doubt that doing this will help you in understanding how tackling population change might be approached on a place-basis and give you an understanding of the environment in that locality too. Again, involving 'unusual suspects' in the work of the PSB, schools, colleges, the Community Councils and the third sector play an important role in connecting people.

Bringing people together with their different cultures, cooking, art and performance creates cohesion and a sense of belonging. Many people will only get involved in something if it's fun and of benefit to them. How can you use sport, heritage, language, traditions and natural environment to enable people to participate? There is a real opportunity here for you to think about how you maximise your contribution to the national goals. As we know, sport knows no language limits and can be extremely powerful in bringing people from all walks of life together. Sport Wales are keen to work with PSBs on how they can maximise their contribution to the seven well-being goals. [The Arts Council for Wales' strategy, which](#) outlines some of the benefits involvement in creative activity can have on the health, cohesion and skills of the population could help you recognize how projects can have multiple benefits for your organisations. How can the National Museum and National Library for Wales help to create a new story for the communities of Cardiff? The [Cultural Commissioning Programme, funded by Arts Council England](#) seeks to help commissioners of public services understand how they can improve outcomes by integrating arts and cultural activities into a range of services, including mental health and well-being, older people and place-based commissioning. Truly putting the power in the hands of people who know their area best often has unexpected positive results, shown by the work that ['Nurture Development' do around Asset Based Community Development](#); and the [Centre for Regeneration Excellence Wales' 'Deep Place' study in Tredegar](#) showing how an understanding of place can have multiple benefits on well-being.

Digitisation means the world is now a different place and this is only set to continue over the long term. This recent report on [Digital Childhoods](#) from Barnados shows the pace at which technology is moving and the way children now consume information. How are your organisations harnessing the power of technology to help you meet this objective? Clearly, there are implications of how safe the web is for the people of Cardiff. How can it be

used in a positive way? What changes might you have to make to your organisational systems and policies to enable people to get more involved in communities and shape local services? How can you use technology to gather community intelligence and involve people? I see public services in Wales stuck in the early 2000s in the way they call residents to a community hall for 'engagement'. Currently, research shows that children aged between five and 16 years spend an average of six and a half hours a day in front of a screen; [28% of young people use social media](#) as their primary news source; and [43% of 'millennials' are driven to make financial donations through social channels](#). There is a real opportunity to engage with people that is most convenient to them and is part of their daily life, not an additional chore. "[Monmouthshire Made Open](#)" is an example of an online platform that has anticipated how people might contribute to improving their area in the future, with opportunities to share ideas, ask the community, start a project and seek volunteers or resources. Matthew Gatehouse, working with Monmouthshire PSB, would be able to share their learning with you on establishing this website.

As leaders of local agencies, you have a key role to play in promoting and supporting community cohesiveness, given your role in community leadership and support, and role in community capacity building through, for example, facilitating networking and coordination, and providing training for community groups and employees. The research documented in '[What Works in Community Cohesion](#)' provides a useful reference for PSBs on the different dimensions of community cohesion. Ask yourselves if current provision is appropriate to manage these issues? Are these issues currently managed adequately and in what areas might they need more collective or preventative action? What is the impact of inaccessibility? What impact does perceptions of safety have on people's ability to access services or play an active role in their communities? How do levels of volunteering differ across the county? How involved are the many volunteers in the work of the PSB?

As public services, we often deal with the symptoms of adversity; crime, substance misuse, housing issues, domestic violence, anti-social behaviour rather than the root causes. Tackling crime is a complex task, but the five ways of working in the Act provide a blueprint for looking at problems and can provide a focus for you, as a PSB. Getting better at prevention by integrating family services, listening to where the family needs support or has concerns and preventing issues from escalating will be crucial, linked to your objective on Cardiff being a great place to grow up. You have already innovated in this area, with the work of [Professor John Shepherd around the night time economy](#). This involved looking at the problem from a number of perspectives, collaborating with different partners and finding quite simple solutions by redesigning services. We are so often dealing with the crisis issue that impacts on our service, we forget to look around us and recognise that there should be another preventative way to the problem. Information sharing and evidence based work is hugely important in preventing criminal and extremist behaviour which, of course, relies on community knowledge, trust and confidence. [Nesta and the Alliance for Useful Evidence have published 'Using Research Evidence'](#) as a guide to public bodies to encourage a confidence in taking new approaches. short, sharp interventions by empowered individuals.

You will not be surprised to note that other Public Services Boards are also considering setting objectives around engagement, developing / sustaining strong social networks, fostering belonging and shaping services. In

particular, you may wish to share ideas with Vale of Glamorgan; Ceredigion; Newport and Powys PSBs, who have supplied me with similar draft objectives.

- *Cardiff is a great place to grow up.*

I have been working closely with the Children's Commissioner for Wales, to produce advice on taking a child's rights approach to maximising contribution to the seven national well-being goals. It is encouraging to see you have identified that involving children and young people in the Cardiff of tomorrow is good for them and good for you as public services. The Well-being of Future Generations Act upholds the spirit of the United Nations Convention on the Rights of the Child (UNCRC) and it is important to recognise children's rights across each of the well-being goals and how they should inform Wales' approach to implementing the five ways of working.

As you have identified, poverty, abuse, discrimination and other forms of disadvantage can have long-lasting effects on children and young people's well-being and can severely impact their prospects of securing a prosperous, healthy, safe and socially active future. Childhood is a key window of opportunity and the positive interventions Wales puts in place now to protect and provide for children will help to secure a more prosperous, healthy and cohesive future for Wales. Consideration should be given to how well public bodies and PSBs factor children's rights into processes for consultation, decision-making and programme-planning. This will include developing in a children's rights policy focus, enabling children to learn about their rights and empowering them to play an active role in their communities. To support this work, a toolkit is being tested and will be available before the end of the year. The Children's Commissioner's office would be happy to advise on engaging with children and young people and taking a child-rights approach to securing well-being for future generations.

I would advise you to be clear about what this means for Cardiff in your well-being planning. What local evidence have you used (or will you use) to understand the specific areas of successful preventative interventions? What local services will be impacted if you redirect investment to the first 1000 days of a child's life? How might putting in place a multi-agency response to adverse childhood experience (ACE) play out in reality for your organisations? As I said above, we often treat the symptoms of things that have happened to people in childhood, rather than taking a preventative approach. The complex socio-economic situations in many communities in Wales would suggest that families are not receiving the right support at the right time, and cycles are continuing to the next generation. This costs public services and individuals greatly – late [intervention services for young people are estimated to cost England and Wales £17bn per year](#) (£6bn on child protection and safeguarding, £5.2bn on crime and anti-social behaviour, £3.7bn on youth economic inactivity, £680m on school absence and exclusion, £610m on child injuries and mental health problems, and £450m on youth substance misuse). Prevention is at the core of this objective and I would advise that your organisations recognise it is part of all of their responsibilities to prevent poor outcomes.

Dealing with ACEs is as much about having an ACE aware public service and identifying where ACEs have happened, as making sure that services families access are integrated. In the steps you take, it is important to not just focus on childhood but to review initiatives that focus on mental health, substance misuse, criminal justice,

housing services and others to ensure they are preventative, joined up and actively seeking to better situations for families and for future parents to stop the cycle continuing to the next generation. I don't doubt that this means fundamentally challenging the way we currently do things, the 'thresholds' we apply to helping people and the relationship we have with citizens. Alyson Francis, Director of the ACE Support Hub, has recently worked with my office to write to you outlining that ACEs are not another thing to do, but an opportunity to reconsider how we deliver services together that make sense for the families receiving them. The ACE Support Hub could also act as a central place for PSBs to share practice, as almost all of the PSBs in Wales have discussed early years, children and ACEs in their draft objectives and steps.

I advise that understanding the lived experiences of people who have been through trauma in their lives also give a fresh perspective on shaping preventative services. Currently, our services are often not set up in a way that would deliver this objective. We deal with people in neat 'service-user' categories, such as 'homeless', 'domestic abuse victim', 'anti-social behaviour perpetrator', 'substance misuser', 'problem tenant', which often create barriers for people to receive the help they most need. This way of working means we fail to join up the dots, to integrate and to spot signs of a worsening situation. Involving people is central to challenging the system because only by understanding the lived experiences of people can we design services that are fit for current and future generations. This example ['Why poor people don't plan long-term'](#) provides an insight into the barriers people face in overcoming inequality and the case studies [contained in this report by Locality](#) demonstrate the financial and social costs of not taking this holistic and preventative approach to people's lives.

Many things impact on the life chances of children and young people and this objective links to your others in involving communities in understanding the barriers for children and young people's ambitions. I said in my feedback to your assessment that truly understanding the root causes of issues was important before we impose our ideas of 'what's right' on to people. For example, Social Finance were commissioned by Newcastle City Council to do some deeper digging for them to help them address the problem with NEETs (those Not in Education, Employment and Training). Whilst traditional focus looks at GCSE attainment, what this analysis shows in reality is that academic achievement is not the most significant factor at all, instead showing that 67% of 17-19 year olds who were NEET had come from the 25% of 17-19 year olds who had multiple contacts with social services during their childhood. The research showed that those who had had as little as six interactions with social services spent almost three times longer out of education or training. This study demonstrates that looking at the issue in a more holistic way clarifies the steps you can take as a PSB to achieve your objectives.

A [2013 review carried out by the London School of Economics for the Joseph Rowntree Foundation](#) found that children in lower-income families have worse cognitive, social-behavioural and health outcomes. Crucially, this study demonstrated that it was in part because they are poorer, not just because low income is correlated with other household and parental characteristics. This is echoed within your draft plan on the attainment gap between pupils from lower and higher income households. How can the PSB collaborate with others to improve the economic well-being of families across the region? This links to your aspirations around the City Region and supporting people out of poverty. How can these communities, in particular, be focused on? If we know that by

the time children in some areas reach reception class in school, the circumstances of where they live already affects their well-being, then we need to be intervening at a much earlier stage in responding to these trends. The [New Economics Foundation work](#) on investing in children might be helpful, which highlights the need to address both material wellbeing and external circumstances – such as housing, poverty, and schooling – as well as psychosocial well-being and inner resources.

As well as income, we know that maternal and familial health has a big impact on a child's life. Between 10% and 20% of women develop mental health problems during pregnancy or within a year of giving birth. These illnesses are one of the leading causes of death for mothers during pregnancy and the year after birth. Despite this, women in around half of the UK have no access to specialist perinatal mental health services and in other geographical areas, services are inadequate. Considering the impact of services like this on young families is important if you are to take a cross-sector approach. The ['Mums and Babies in Mind' project in England](#) has given a focus to local leaders to create a pathway across sectors that provide expectant and new mothers with the right support at the right time. I would also advise you to use the related knowledge gathered by Public Health Wales on the [First 1000 days](#) of a child's life and the benefits that can be realised from investing in the early years to determine what steps you can take now to improve the well-being of our future generations. Public Health Wales have established a national 'Health and Sustainability Hub' to co-ordinate their own work around the Act and, through your PSB representative, you might find it useful to link with the national team for further evidence and knowledge.

Most PSBs have identified draft objectives connected to early years, giving children a good start in life and preventing ACEs including Cwm Taf, Wrexham, Bridgend, Blaenau Gwent, Newport and Conwy / Denbighshire. Alyson Francis and I are also on the panel of the [Good Practice Exchange Wales webinar on understanding ACEs](#) on the 7th November, which may be helpful to you in considering your steps for this objective.

- ***Supporting people out of poverty.***

Your assessment recognises that, as with many cities in the UK, there is a widening gap between wealth and poverty; with a third of people in Cardiff currently living in poverty. Poverty affects every part of well-being and it is stark in Cardiff with a healthy life expectancy gap of 22 years for women and 24 years for men between the least and most deprived areas. Although there will be multiple reasons for the deprivation experienced in some parts of the city and no easy solutions, there are steps you could take as a PSB to strengthen the resilience of these areas and prevent the adverse impacts of poverty. As with all of your draft plan, this is interconnected to your other draft objectives, as supporting people out of poverty is not just about economic well-being, but about seeing the value of people in a different way. I am encouraged that you have started to consider what role you can play as leaders of the public and voluntary sector in Cardiff and you should appreciate the influence you can have other partnership arrangements and organisations in Wales.

This objective demands strong leadership, as I have advised above, that permeates throughout each of your organisations. To take steps to meet this objective, you will need to be brave in pooling resources, changing

policies and taking risks by trying different approaches. You will need to communicate these changes within each of your organisations. The seven areas of change in the Act: corporate planning, financial planning, workforce planning, procurement, assets, performance management and risk are the core organisational activities where applying the five ways of working would ensure the sustainable development principle frames how you work.

As you have stated, public services in Cardiff employ 46,000 people and contribute over £1bn to the economy. I would advise you to look at the economic impact you can have as public sector providers in these areas across the seven national well-being goals. For example, how can a collective commitment to sustainable, local procurement benefit your local economy? What employment opportunities can you offer, such as collaborative apprenticeship schemes, to local people far removed from the job market? How can you encourage jobs in the foundational economy, around local care, retail and food industries? Your surrounding PSBs are rich in farmland and, as farming is the cornerstone of the £6.1billion Welsh food and drink supply chain industry, what can you do to create links and help businesses to thrive in the city?

Your assessment identifies that Cardiff is one of the most skilled cities, with hardly any people with no qualifications at all. Unlike other parts of Wales, the poverty experienced by some in Cardiff is probably not due to lack of aspiration. Here, understanding this issue is so important for you as a PSB before you take action. What are the barriers to reliable and well-paid work? How have people fallen into hard times? What impact does community factors like housing, safety and facilities have on people's outcomes? What is having an impact on people's lives that you, as public services, can seek to prevent? Re-purposing resources to truly listen to and involve the people who live in the more deprived areas of Cardiff is important to gain an understanding of how they perceive the assets and deficits of their community. In many of the well-being assessments, I read that communities branded as 'deprived' or 'in poverty' by statistics rarely define themselves like that and many people took pride in their local natural environment, community buildings and the way people get along together. Identifying the assets of these areas and involving people in how you build upon them will help in coming up with solutions to reduce inequality together.

For such a complex issue, integration across the seven well-being goals is particularly important in how you take steps to meet this draft objective. Taking a different approach and building on some of the advice I have provided above to bring people together around culture, language, heritage could be the engagement you need to make a difference. What opportunities are there around community food growing in the city, for example? I am pleased to see that you have looked beyond the economic aspect of reducing inequality and deprivation, in considering the issue that those living in poverty are also most at risk of environmental impacts, including being away from green spaces. You have identified that air emission scores are higher in deprived areas and, although there will be many reasons, respiratory disease is much more common in deprived areas. What steps can you take to reverse some of these effects or prevent future generations from having to deal with the situation worsening?

Housing quality is consistently an issue that arises out of deprivation, which has an impact on health, social cohesion and personal finances. Homelessness is a particular issue for Cardiff at the moment; I have already stated that integrating services and truly understanding the issue is critical to solving it. As your assessment also

found, older people are more vulnerable to fuel poverty and the health risks associated with cold and damp conditions; and your assessment highlights the high number of older people living alone. Recent statistics from Fuel Poverty Coalition Wales show that 1 in 3 households in Wales live in fuel poverty, with an estimated cost of cold-related admissions amounting to over £100 million and causing 475 deaths per year. Fuel poverty is currently a bigger killer than alcohol related deaths in Wales. Taking steps to ease fuel poverty and generally improving housing quality will have benefits elsewhere in the public sector. So, collaborating with registered social landlords and private landlords to take action on how new and existing homes could become more energy efficient might be a step the PSB wish to explore. The Passivhaus Standard is one such way of building and refitting homes for the future (www.passivhaus.org.uk).

Again, draft objectives around reducing inequality are common across Wales, including Caerphilly, Blaenau Gwent, Monmouthshire, Powys and your neighbouring Vale of Glamorgan.

- *Cardiff is a great place to grow older.*

Your wellbeing assessment identifies that with general population growth, the number of older people in Cardiff is likely to increase significantly too by over 44% in the next twenty years. Your assessment acknowledged that this can create a pressure on health and social services, but with health and life expectancy improving, I advise you recognise how much of an asset the older population are in terms of caring, volunteering and contributing to the economy. The work of the [Older People's Commissioner](#) is particularly helpful in exploring the steps you could take to meet this objective and includes her recent guidance to PSBs.

Now that you have draft objectives and are considering your response, I would advise that you dig deeper into the data. Your first draft step is based on community infrastructure, networks and services. Ask yourselves if current provision is appropriate to manage this growing issue? Are these issues currently managed adequately and in what areas might they need more collective action? How fit for the future is IT provision? What are the limitations on public transport provision? How do levels of volunteering differ across the county? How involved are volunteers in the work of the PSB? Understanding the lived experiences of people could give you an important insight into how different communities are functioning and where your services would be most helpful. For instance, are there ways the PSB could encourage and reward community activism in ways that would help you meet your objectives in particular areas? The Royal Town Planning Institute's report on '[Poverty, Place and Inequality](#)', includes several recommendations around why place-based approaches are key to tackling inequality between and within communities.

Research [by Ageing Well Wales](#) has shown this and suggests that loneliness in older people is both about how connected people are to their communities physically and about feeling purposeful in society, affecting their mental and physical health. Although technology is not going to provide all of the answers to isolation, think about the long-term impact it could have on our population. The older people of tomorrow are the younger people of today, who have far more technological skills at their fingertips. In our sharing economy, could there be

solutions around carpooling or community transport connected to social media? Plus, there are already examples of drones delivering medical supplies, video calling instead of GP appointments and virtual classrooms happening now. The '[Hypervillage](#)' concept developed by FutureScape imagines villages connected by their assets, encouraging people in rural communities to capitalise on technology. How have you thought about the long-term possibilities of employing technological solutions for this issue?

How are you considering your own roles in responding to the challenges of demographic change? I am keen to see PSBs looking at preventative and asset-based approaches to their draft objectives. Currently, social services and health are barely dealing with the current demand and, unfortunately, many are looking at traditional models of resourcing 'crisis' intervention to deal with this. One of your steps is very much around working differently to involve people and their families in their care. This is where the five ways of working should be challenging your thinking and I will be interested in seeing how you influence and task the Social Services and Well-being Regional Partnership Board in delivering your response to your objectives. [This report by the Young Foundation](#) provides inspiration on 'Innovating better ways of living late in life', challenging the traditional siloes we are working in. Creating flexible and age friendly communities and environments can prevent people from needing social care, from becoming isolated, from suffering ill-health or having an accident at home.

You have a role in planning, housing and transportation of creating places that are adaptable and able to change for at least the next two generations. Wales has an opportunity to develop housing that better meets demographic change, adopting technology to allow people to live independently for longer. It is encouraging to see that you want Cardiff to be age and dementia friendly as a city. Programmes like the [World Health Organisation's Age Friendly Cities](#) initiative have encouraged and recognised those cities that have made themselves more age-friendly adapting buildings, transport and planning rules, which enable older people to stay healthy and connected to things that matter to them for longer; [Laguna woods](#), the first city exclusively for older people in the US and the Marjala suburbs in Finland are examples of design suited to multiple abilities. As well as responsibilities around planning and designing infrastructure, there are numerous innovative global projects encouraging co-housing, supported housing and homeshares. [Students are living rent free in nursing homes](#) in exchange for socialising and providing basic care to the older residents; Australia and New Zealand have introduced '[HomeShare](#)' schemes, and, as part of their national government's demography strategy, [Germany](#) has introduced intergenerational housing for older people and young families in need. In Singapore, young people are given a \$50,000 grant if they move within 1km of their aged grandparents. These are all innovations that are proving to have an impact.

This demonstrates the intrinsic link between your community environment and your well-being. As the Ageing Well in Wales research states, isolation is as much about being physically alone as feeling a part of something. Some research suggests that just 5% of those over 65 years old have any form of structured contact with younger people. Intergenerational projects are shown to have benefits for young and old, with both older and younger people taking on the role of mentor. How can you collaborate to create more opportunities for people to come together? How can increased involvement improve the health of older people in your area? The recent report

['Health and Wellbeing in Rural Areas'](#) produced by Public Health England and the Local Government Association highlights issues of rurality in England, but also includes several useful case studies, such as the Fish Well Improvement project in Norfolk, that aims to improve health and well-being in these local areas. [Solva Community Council](#) in Pembrokeshire are an interesting example of how volunteers and older residents have benefited from a scheme to reduce isolation and improve well-being. In some parts of Wales, the third sector are acting as community connectors (funded through the Intermediate Care Fund) to help vulnerable people of all ages access things in their community and prevent the need for statutory services. There are many good examples of projects that seek to bring people together to learn new skills, socialise and build their resilience in later life, like [Men's Sheds Cymru](#), happening across Wales that the PSB could encourage and support.

Continuing to learn through life has been proven to have benefits for people's mental and physical well-being, as well as social well-being. There is a real opportunity here for you to consider how you maximise your contribution to the well-being goals. How can you encourage activities that promote art, culture, learning the Welsh language, caring for natural habitats, creating community food growing initiatives, for instance, that help with people's well-being? Looking to the long term, how can these activities prevent some of the preventable ill-health people are suffering that compromises their independence?

In some areas, community organisations have been funded to act as community coordinators for older people through the Social Services and Well-being Act – linking them with local activities and services in their area and helping them to stay active and well. If proved successful, how can similar initiatives be jointly resourced and recognised by the PSB? The third sector have a wealth of knowledge and experience in this respect. [WCVA produced wider information](#) on how the third sector play a role in contributing to the Act including resources on the seven well-being goals.

Other PSBs with similar objectives include Monmouthshire, Conwy / Denbighshire, Neath Port Talbot, Ynys Mon and Gwynedd and Newport.

- ***Modernising and integrating our public services.***

The backdrop that public services are working to at the moment is incredibly challenging and I am aware that the Well-being of Future Generations Act is seen as another 'thing' public sector workers have to do. However, I would encourage you to see this Act, and communicate to your colleagues about it, as an enabler. It is a way of challenging the method we have always taken to organising ourselves, making decisions and providing people with services. This draft objective is encouraging that you are taking steps to change how public services operate in the city, to make far more sense to the citizens of Cardiff. The five ways of working and seven national well-being goals are intended to help you to do this by prompting you to think of how things can be more integrated, by collaborating with others, have multiple benefits across quite disparate services but things that matter in people's lives, which you can only understand by better involving 'real people' in the day-to-day work of your organisations.

As public bodies, you have many statutory responsibilities and deliver a multitude of services on a daily basis. The duties of the Act are not intended to be an additional burden, but a way of maximising the benefit of these activities. My team have told me about how this is already being realised in some areas of business in Cardiff like, for example, City Innovation Hub and your collaborations with lots of organisations in the city. I will be interested to see how the Act is being applied in practice by all members of the PSB over the coming year across the seven corporate functions of the Act. How your own objectives reflect the work of the PSB and how you use the PSB as a charge to other departments, partnership groups and organisations for meeting these objectives.

I have given lots of advice in this letter and in my recent 'Well-being in Wales' report on this very theme. I would suggest you now need to be brave in taking steps to lead Wales in doing this; share your mistakes and your successes with my office, and with others; and hope to create a better Cardiff for future generations.

Other PSBs seeking to create organisational change through their objectives include Torfaen, who are looking at organisational development in the context of the Act, Pembrokeshire, Caerphilly and Carmarthenshire. Again, my office is happy to connect you if this is helpful.

I hope you have found this advice helpful in moving forward towards publishing a well-being plan for formal consultation. Please get in touch with my team if you want further contact details for any of the organisations and reports mentioned in this letter.

I am also learning the best ways to advise, support and monitor how public bodies are seeking to apply the five ways of working and maximise their contribution to the seven well-being goals, so I would welcome any feedback from you, supporting officers and the Cardiff PSB Scrutiny Committee on how I have chosen to approach this statutory duty and the advice I have given.

I look forward to receiving your draft well-being plan for consultation and please keep in touch with me and my team.

Kind regards,



Sophie Howe