

Pwyllgor Craffu Bwrdd Gwasanaethau Cyhoeddus

Man Cyfarfod
**Siambwr y Cyngor - Neuadd y Sir,
Llandrindod, Powys**

Dyddiad y Cyfarfod
Dydd Iau, 15 Hydref 2020

Amser y Cyfarfod
10.00 am



Neuadd Y Sir
Llandrindod
Powys
LD1 5LG

I gael rhagor o wybodaeth cysylltwch â
**Wyn Richards, Rheolwr Craffu a
Phennaeth Gwasanaethau
Democrataidd**
Swyddog Craffu
elizabeth.patterson@powys.gov.uk

Dyddiad Cyhoeddi

Mae croeso i'r rhai sy'n cymryd rhan ddefnyddio'r Gymraeg. Os hoffech chi siarad Cymraeg yn y cyfarfod, gofynnwn i chi roi gwybod i ni erbyn hanner dydd ddau ddiwrnod cyn y cyfarfod

AGENDA

1.	YMDDIHEURIADAU
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Derbyn ymddiheuriadau am absenoldeb.

2.	COFNODION
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Awdurdodi'r Cadeirydd i lofnodi cofnodion y cyfarfod o'r Pwyllgor Craffu Bwrdd Gwasanaethau Cyhoeddus a gynhaliwyd ar 14 Ionawr, 2020 fel cofnod cywir..
([Tudalennau 1 - 8](#))

3.	CAMAU LLESIANT
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3.1. **Adroddiadau Cynnydd**

Derbyn ac ystyried y cynnydd mewn perthynas a'r 12 Cam Llesiant.
([Tudalennau 9 - 30](#))

3.2. **Materion Eraill i'w Hystyried**

(i) Mae'r Bwrdd Gwasanaethau Cyhoeddus yn cynnal Gweithdy

anffurfiol ar 6 Tachwedd 2020 i ystyried camau adferiad. I gynorthwyo gyda'r drafodaeth ar y diwrnod hwnnw, gofynnir i'r Pwyllgor i ystyried y 12 cam a dynodi pa rai o'r camau i'w hargymell i'r Bwrdd fel y ffocws ar gyfer y ddwy flynedd nesaf sy'n clymu a'r broses Adferiad Covid.

- (ii) Pa 3 o'r 12 cam yr hoffai'r Pwyllgor eu hystyried mewn manylder yn y cyfarfodydd i ddod? Byddai rhai o'r awgrymiadau i'w hystyried yn gallu cynnwys strwythur digidol gwell, cadernid cymunedol a strategaeth am garbon niwtral.

4.	RHAGLEN WAITH
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Mae cyfarfodydd nesaf y Pwyllgor wedi'u trefnu fel a ganlyn:

14-01-2021	PM	
22-04-2021	AM	
09-07-2021	AM	
07-10-2021	AM	

Public Document Pack

Public Service Board Scrutiny Committee Tuesday, 14 January 2020

MINUTES OF A MEETING OF THE PUBLIC SERVICE BOARD SCRUTINY COMMITTEE HELD AT BASIL WEBB ROOM, BRONLLYS, POWYS LD3 0LU ON TUESDAY, 14 JANUARY 2020

PRESENT:

N Evans (Mid and West Wales Fire Service), A Davies (Powys County Council), T Buchan (Powys Teaching Health Board) and Councillor A Webb (Brecon Beacons National Park).

In attendance:

W Richards (Head of Democratic Services), E Patterson (Scrutiny Officer), B Ledger (Strategic Planning, Policy and Performance Manager) and R Jones (Strategic Planning and Risk Officer).

1. APOLOGIES

Apologies for absence were received from O James (Powys Teaching Health Board), I Phillips (Powys Teaching Health Board), Councillor A Williams (Powys County Council), R Parry-Wright (PAVO) and P Swanson (PAVO).

2. MINUTES

The Chair was authorised to sign the minutes of the meeting held on 3rd October 2019 subject to confirmation that the date of the next meeting is 9th April 2020.

3. MATTERS ARISING FROM THE MINUTES

The responses to the matters raised in the minutes were received. It was noted that the Scrutiny Committee had not had sight of the Delivery Plans for each step. These had not been to the PSB but were used at the Working Groups for each of the Well-being Steps. To enable scrutiny to be effective it was the view of the committee that when scrutinising any individual step, it would be necessary to have sight of both the delivery plan and performance report for that Step.

RESOLVED:

That when Step Leads attend PSB Scrutiny Committee that the Delivery Plan and Performance Reports are made available for examination.

The matter regarding the ability to change any of the steps was revisited. Members were advised that the Well-Being Assessment had originally resulted in the production of fifteen steps which was considered too many and these had been reduced to the current twelve steps. The Well-Being Assessment is undertaken every five years which fits with the electoral cycle of the local authority. The PSB publishes an Annual Report which is independent of any individual organisations reporting cycle. Members expressed the view that the undertaking of the Well-Being Assessment should not be tied to the political cycle of one organisation and should be detached from this timeframe.

RECOMMENDED

That the timeframe for undertaking a refreshed Well-Being Assessment is agreed by the Public Service Board to suit the requirements of all member organisations and is not tied to the political cycle of the local authority.

4. STEP 6 RESPONSE

A response to the Scrutiny Observations on progress on Step 2 had been provided and was attached in the supplementary agenda.

Members noted the following:

Recommendation: That consideration is given to providing an opportunity for Powys learners who attend out of county sixth form provision to attend the Careers Festival

Response: The Positive Pathways Powys Board will reconsider the implications of offering attendance to the event to out of county six form pupils.

Scrutiny were of the view that this was an inadequate response to the recommendation and ask for a full response to be provided.

Recommendation: That consideration is given to joining the current separate but related workstreams relating to workforce undertaken by the PSB and RPB.

Response:...these two programmes are aligned and complementary, not least through the current governance arrangements (including having the same Council Senior Responsible Owner for both). However, the Council wishes to keep the two programmes separate as they focus on different workforces and involve different partners.

Scrutiny accept the reasoning behind the desire to keep these two programmes separate however, are not content that the current arrangements provide for full partnership working between the different partners on Step 6. This is an area which scrutiny will be focussing on in detail when Step 6 is next brought to PSB Scrutiny and evidence of full partnership working, in the true spirit of the PSB, will be expected.

5. STEP 2 UPDATE

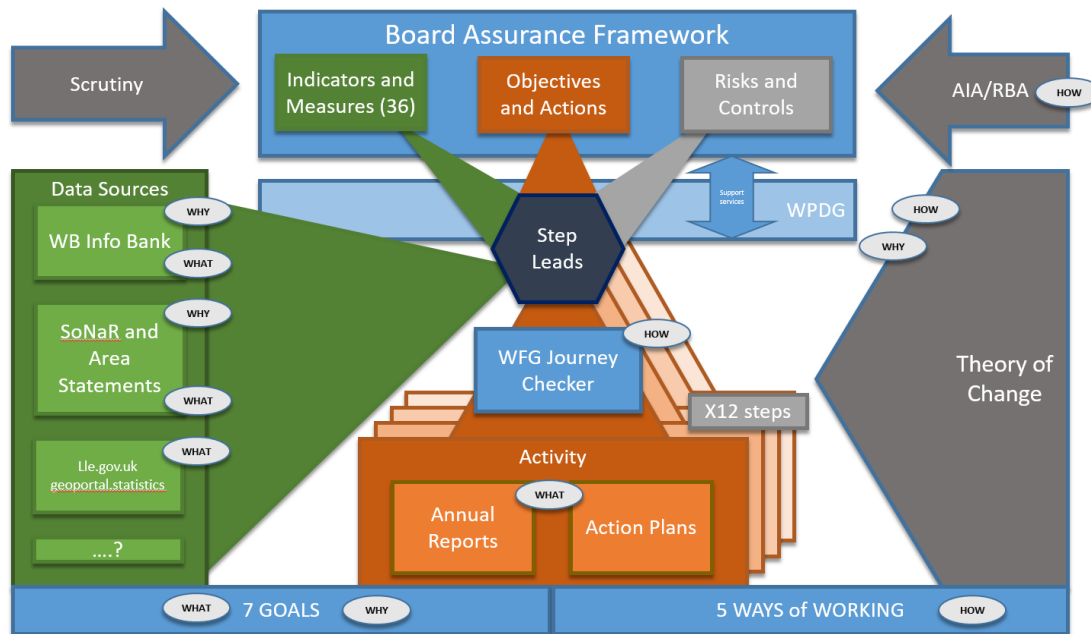
Mr J Atkins Step 2 Lead and Mr P Furnell Step 2 Operational Lead attended the meeting to give an update on Step 2.

The responsibility for Step 2 had formally sat with the Step Lead since February 2019. The work to date had centred around understanding the performance arrangements of each partner organisation with the aim of agreeing a common framework. It was identified early that it was necessary to ensure that any indicators were meaningful and manageable. A suggested proportionality of indicators would be that there would be around three indicators for each step giving a total of 36 indicators. Progress to date had been dependent of progress of the different steps. Some steps had made more progress than others. To date much of the work had taken place behind the scenes with useful facilitating conversations.

In order for the framework to be effective it will need to present information to different groups including the PSB, PSB Scrutiny, Town and Community Councils and the public.

One of the problems experienced is that the Step Lead comes from one of the smaller partner organisations (with around only 100 employees) and finds it difficult to resource the support of this Step. This difficulty is exacerbated by staff turnover.

The following reporting schematic was provided:



The Operational Lead outlined how different assurance frameworks had been examined including suggestions from the National Park auditors and joint working with the Head of Transformation and Communications and the local authority. The frameworks will be completed by the delivery teams for onward reporting to the PSB and PSB Scrutiny.

The reporting schematic includes the sources of data which will be used to ensure that agreed actions are evidence driven.

The following draft assurance framework was put forward for consideration:

Details	Step	Step number and title
	Lead	Lead contact at organisation
	Project/ Action/ Indicator	Element within step that is being reported
	Description	Description of what this element involves
Activity/ Status	Activity this quarter	What's happened?
	Implications for next quarter	What's going to happen?
	RAG	What is the overall status traffic light colour?
Risks and Controls	Main Risks	What are the risks to this element?
	Current and planned controls	How are these risks being, or going to be, controlled (mitigation, contingency, etc.)?
	Risk RAG	What is the overall risk traffic light colour?
Assurances	Recent assurance activity	What related assurance activity has occurred through scrutiny, audit, Wellbeing commissioner, etc.?

Attention was drawn to the Activity Status section which would be a particularly important part of the reporting framework.

Will this be accessible as a live document?

A common way to use this information is being sought. At present the local authority are using Power BI which the Fire Authority also use. The National Park need to improve their reporting systems but a common approach maybe to use Microsoft Sway. It is intended that the method used should be interactive as well as visual.

This differs from some other assurance frameworks which would include detail of the aim at the beginning of the document.

Detail of the aim of the step should be outlined within the delivery plan. If the delivery plan is correct the reporting schedule should be straightforward.

It has been suggested that three indicators will be identified for each step. Is this prescribed or might different steps require fewer or more indicators?

The indicators have yet to be finalised and steps may require fewer or more indicators.

Is there a place where partners contribution or lack of support to a step is recorded?

This is likely to be by omission rather than an explicit record and this would be an opportunity for scrutiny to question the Step Lead in this regard.

How do Step Leads work with other organisations over which they have no authority?

The Delivery Group (of Operational Leads) is the place where these issues would be discussed but ultimately this would be a matter for the PSB.

What are the risks of using such a performance framework?

It is the professional judgement of a Step Lead what to include in the schedule. It will be essential that this is honestly completed for this to be of value.

What is the reporting cycle?

Steps are led by Leads from organisations which have different reporting cycles. It is the intention that a common PSB reporting cycle is developed whereby quarterly performance reports are provided.

Different steps have different timeframes. Can this be included in the performance framework?

This is detailed in the delivery plan but can be included in the Details – Description part of the performance framework.

PSB Scrutiny will need to have sight of what performance information is going to the PSB.

Initially the performance reports will be published in pdf form. It is the intention to have a high level dashboard for the PSB with further dashboards for each of the steps.

It will be necessary to have a record of the performance reported at the point in time it is reported.

The requirement for a static report for the public record is understood and will be included in any proposals brought forward.

Is the Step Lead receiving support from the Powys Teaching Health Board?

Yes. The reporting that already takes place in this organisation is being considered to see how this can feed into the overall arrangements.

What is preventing progress on this step?

The different rates of progress with the different steps mean that it is not known what performance arrangements and indicators are needed on those steps (7 and 8) where least progress has been made.

A further difficulty is resourcing the support for these Steps when the PSB is not funded in the same way that RPBs are funded.

There is synergy between the RPB and PSB with the PSB delegating steps 5,11 and 12 to the RPB thereby opening up access to Intermediate Care Fund monies to progress these steps.

Recommended that:

The PSB be advised that progress on Step 2 has been hampered by the lack of progress on Steps 7 and 8 and that PSB advise the scrutiny committee what actions are being taken to ensure that this block is being addressed.

That the PSB provide scrutiny with a schedule of steps with a number of agreed performance indicators and note when the performance indicators were agreed for that step. This information to be provided to each meeting until the whole performance framework is in place.

The Step Lead and Operational Step Lead were thanked for their attendance at the meeting.

6. WAO REVIEW OF PUBLIC SERVICE BOARDS

The Head of Democratic Services presented the WAO Review of Public Service Boards October 2019 report.

He drew attention to the following three main recommendations:

1. Public bodies have not always taken the opportunity to effectively organise and resource the work of the PSBs.
2. Public Service Board are not consistently being scrutinised or held to account
3. Despite public bodies valuing PSBs, there is no agreement on how their role should evolve

He referenced the Auditor General Discussion Paper – Six themes to help make scrutiny ‘Fit for the Future’.

The Powys PSB was unusual across Wales in that it is not solely a County Council Scrutiny Committee but is comprised of members from all of the appointing bodies to the PSB.

The Chair noted that Powys was not noted in the report so was neither an example of good practice or poor practice but that it appeared that all PSBs had struggled to get going which, five years after starting this process was disappointing. It was also noted that it could take about 15 years to change a culture.

Resolved that PSB Scrutiny would consider the WAO Review of PSBs at a future meeting setting aside time to look at the findings in detail and considering what actions need to be taken to meet the recommendations.

7. PSB SCRUTINY TRACKER

The Scrutiny Tracker was received. It was noted that one item remained outstanding: *‘that a chart is provided detailing the work undertaking on learning and skills between the partners across Powys including but not exclusively: Powys County Council, Powys Teaching Health Board, NPT, PAVO, the Public Services, the Public Services Board, the Regional Partnership Board, the Growth Deal, the Regional Learning and Skills Partnership, the Skills Board and the Learning and Skills Board’.*

The Scrutiny Officer advised that the Operating Lead for Step 6 had confirmed that this work was in progress.

RESOLVED that a further request for this information be made to the Chair of PSB.

What had been the outcome of the Town and Community Council liaison meeting?
There had been positive feedback from this meeting.

8. MINUTES FROM THE PUBLIC SERVICE BOARD

The minutes of the meeting of the PSB held on 19th September 2019 and a written update from the PSB Scrutiny Committee representative who had attended the PSB meeting on 19th December 2020 were received.

The Strategic Planning, Policy and Performance Manager advised that this was the first meeting that the Department of Work and Pensions had attended and that the Board would be considering if they should invite anyone else to attend.

RECOMMEND that the PSB introduce an action log and tracker to assist both in their work and the ability of scrutiny to monitor progress.

9.	WORK PROGRAMME
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The following arrangements were agreed:

- 9th April 2020 – meeting to be hosted by Powys County Council – County Hall Llandrindod Wells
- TBC July 2020 – meeting to be hosted by the Mid and West Wales Fire Service – venue TBC
- 15th October 2020 – host and venue TBC

N Evans (Chair)

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	Risk RAG	What is the overall risk traffic light colour?
Assurances	Recent assurance activity	What related assurance activity has occurred through scrutiny, audit, Wellbeing commissioner, etc.?

Details				Actions/Status			Risks and Controls			Assurances
Step	Lead Officer	Project/ Action/ Indicator	Description	Activity this quarter	Implications for next quarter	Overall RAG status	Main Risks	Current and planned controls	Summary Risk RAG	Recent assurance activity
Step 1: Actively engage with residents, communities and key stakeholders to promote, shape and deliver our vision for 2040.	CLlr Rosemarie Harris (Powys County Council) Emma Palmer, Powys County Council	PSB Annual Report 2020		The PSB Annual Report 2019-2020 was developed and agreed at the PSB meeting on 25th June. The document was published on the Council's PSB webpage in July and all partners were asked to publish on their websites.	Next annual report is due in July 2021. However, the PSB needs to ensure it is monitoring progress of steps regularly through the process being led by Well-being Step 2. This will help to better inform the end of year annual report and ensure visibility across all 12 Steps.	COMPLETE	Lack of consistent, regular and quality in reporting of 12 Well-being Steps.	The PSB agrees to implement the Performance Management Framework developed by Well-being Step 2 Working group.	AMBER	Lead Officer for Well-being Step 2, providing an overview of the Performance Management Framework to PSB on 25th September.
Step 1: Actively engage with residents, communities and key stakeholders to promote, shape and deliver our vision for 2040.	CLlr Rosemarie Harris (Powys County Council) Emma Palmer, Powys County Council	Develop Communications and Engagement Plan		No activity undertaken. WG have withdrawn the PSB funding that was due to support this Step during 2020-2021.	PCC Comms and Engagement Officer to attend PSB Workshop in Nov 2020 to advise on possible solutions for ensuring joined up approach to engagement across the Steps. Cross-cutting Comms and Engagement Plan to be drafted, following PSB approval of the other Step Delivery Plans and Recovery Planning priorities.	AMBER	Other Step Delivery Plans are not detailed enough to inform an effective Communications and Engagement Plan. Other Steps continue to carry out Engagement independently, rather than looking for opportunities to collaborate.	PSB Workshop planned for 6th November to review and critique quality of delivery plans and discuss opportunities for engagement and key communications campaigns.	AMBER	PSB coordinator has contacted operational STEP Leads to discuss requirements around updating Delivery Plans.

<p>Step 1: Actively engage with residents, communities and key stakeholders to promote, shape and deliver our vision for 2040.</p>	<p>Cllr Rosemarie Harris (Powys County Council) Emma Palmer, Powys County Council</p>	<p>Covid-19 Impact Assessment</p>	<p>Powys CC developed and shared an Assessment which set out the key impacts of Covid-19 across key areas such as the economy, our communities and residents and effects on the council.</p>	<p>The findings from this assessment will start to form the basis of the development of the next full Well-being Assessment due by May 2022. Planning for the Well-being Assessment will start during the next quarter.</p>	<p>GREEN</p>	<p>That findings of the report are not taken into account as part future planning.</p>	<p>The findings have been shared widely with partners and should be considered as part of updating Step Delivery Plans.</p>	<p>GREEN</p>	
<p>Step 1: Actively engage with residents, communities and key stakeholders to promote, shape and deliver our vision for 2040.</p>	<p>Cllr Rosemarie Harris (Powys County Council) Emma Palmer, Powys County Council</p>	<p>Engagement with businesses and staff to inform Covid-19 Recovery</p>	<p>Powys CC has undertaken a Business Survey asking businesses for their views to help understand the full effects of Covid-19 on the local economy. Feedback is crucial to ongoing discussions with WG, Business Wales and partner organisations and informing recovery plans. The council also carried out a Staff Well-being survey to find out opinions in changes to working practices.</p>		<p>GREEN</p>	<p>N/A</p>	<p>N/A</p>		<p>N/A</p>

<p>Step 1: Actively engage with residents, communities and key stakeholders to promote, shape and deliver our vision for 2040.</p>	<p>Cllr Rosemarie Harris (Powys County Council) Emma Palmer, Powys County Council</p>	<p>Support PSB Scrutiny</p>	<p>RJ liaised with Wyn Richards and Chair of PSB Scrutiny to determine forward workplan.</p>	<p>Support PSB Scrutiny with review of Step Delivery Plans and feed comments back to the PSB workshop on 6th Nov.</p>	<p>GREEN</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
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2	Julian Atkins	Board Assurance Framework Trial	Trial the Board Assurance Framework across all Steps	Rollout of Board Assurance Framework Trial has been delayed as a result of Covid-19. Draft Framework was presented at the PSB Scrutiny Meeting in January	Requires Framework to be trialled across all steps		Framework is not trialled across all Steps	Reporting Requirement to PSB Board		PSB Scrutiny support for Framework
2	Julian Atkins	Board Assurance Framework Trial	Gather Feedback on the use of the Draft Framework	Board Assurance Framework is being trialled in Q2 and Q3	Requires Step Leads to feedback on deploying the Framework for each Step		Feedback identifies flaws in the Framework	Purpose of Trial is to refine the Framework		-
2	Julian Atkins	Strengthening PSB/PRB Alignment	Agree a mechanism with the RPB to align performance reporting (esp in relation to Steps 11 & 12)	Delayed due to focus needing to be given to Covid-19	Liaison Meeting with Step 11 and 12 Leads required		RPB and PSB work not aligned	Liaison meeting Planned		-
2	Julian Atkins	Board Assurance Framework	Revise Board Assurance Framework in light of trial findings	Not yet timetabled	None			N/A		-
2	Julian Atkins	Board Assurance Framework	Adopt Revised Board Assurance Framework	Timetabled for Q4 for rollout Q1 2021/22	None		Board Assurance Framework not Adopted	N/A		-
2	Julian Atkins		Assess Board Assurance Framework outputs against the Future Generations 2020 Report findings & recommendations	Timetabled for Q4	None		Assessment identifies weaknesses/misalignment with FG2020 Report	PSB Board Oversight		-
2	Julian Atkins		PERFORMANCE MANAGEMENT FRAMEWORK							

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Step	Lead Officer	Project/ Action/ Indicator	Description	Activity this quarter	Implications for next quarter	Overall RAG status	Main Risks	Current and planned controls	Summary Risk RAG	Recent assurance activity
Step 3 - Work with and influence others to improve our transport infrastructure, our existing transport links and develop a sustainable and integrated approach for planning and delivery.	ACFO Iwan Cray	Sharing information - ALL	Sharing information on interventions and campaigns being undertaken by individual organisations through promotion on partner organisations' websites.	PAVO has provided a wealth of information during covid with a weekly covid related ebulletin which included updates on community transport and updates on bus timetables etc. DPP - No progress due to COVID. BBNPA has been engaged in informal discussions with Welsh Government, National Grid, Western Power and University of South Wales about the EV charging infrastructure across the National Park and Wales as a whole	Public Health Wales are unable to contribute for now and foreseeable future due to pressures of COVID-19 workload.		Key stakeholder alignment (BBNPA)			
Step 3 - Work with and influence others to improve our transport infrastructure, our existing transport links and develop a sustainable and integrated approach for planning and delivery.	ACFO Iwan Cray	Sustainability – Link with Step 7 Powys County Council, Health Board, NRW, Brecon Beacons National Park Authority.	Sustainability – Link with Step 7 and raise awareness in the PSB, that several partner organisations are looking at installing electric charging points in Powys – NRW, Powys Teaching Health Board, Powys County Council and Brecon Beacons National Park. Discuss the locations of the charging points and undertake a mapping exercise to identify locations, and access appropriate levels of grant funding and/or cost sharing arrangements.	BBNPA has been engaged in informal discussions with Welsh Government, National Grid, Western Power and University of South Wales about the EV charging infrastructure across the National Park and Wales as a whole	Public Health Wales are unable to contribute for now and foreseeable future due to pressures of COVID-19 workload.		Funding availability, clarity around emissions re: biomass (BBNPA)			
Step 3 - Work with and influence others to improve our transport infrastructure, our existing transport links and develop a sustainable and integrated approach for planning and delivery.				The Dyfed Powys Police vehicle fleet has been reduced significantly over the last 2 years.	There is a programme in place to purchase two Electric Vehicles and the installation of charging points across the Force. Tenders and consultants are in place. Costs for the installation of charging points at key sites across the force (starting at HQ), aligned with working alongside Service partners to share service board members charging facilities are currently being discussed. A force electrical vehicle and charging policy is being drafted currently. Alternative Fuels for Fleet Vehicles - Fleet Services have a plan to replace fleet vehicles initially to hybrid and possible full electric cars in the coming years, a draft strategy is currently being developed. Trials of Hybrid and full electric vehicles are currently occurring with					

Step 3 - Work with and influence others to improve our transport infrastructure, our existing transport links and develop a sustainable and integrated approach for planning and delivery.				MAWWFRS currently have 16 ULEV twin charging units installed across its Estate.					
Step 3 - Work with and influence others to improve our transport infrastructure, our existing transport links and develop a sustainable and integrated approach for planning and delivery.	ACFO Iwan Cray	Provide strategic direction to the Road Safety Partnership - ALL	PSB to provide strategic direction to the Road Safety Partnership element of the CSP, in order to re-energise the work currently being undertaken, and also assist with providing influence regarding data and information sharing to allow successful planning for the RSP. RSP - Strategic direction from PSB obtained - advised to continue with Road Safety Partnership (RSP) meetings.	BBNPA - Potential requirement for the newly formed Welsh Government's All Wales Road Safety Group to provide strategic direction and data sets to local RSPs. RSP - Powys RSP re-instated. Meeting took place 07 August 2020.	Public Health Wales are unable to contribute for now and foreseeable future due to pressures of Covid-19 workload. RSP - Next meeting scheduled for 06 November 2020.		Previous WG Road Safety Strategy now finished - no new Strategy for Road Safety COVID-19 restrictions also impacted upon engagement and training activities.	No direction from WG in relation to Road Safety, reduced funding and lack of opportunity to do engagement and training due to ongoing	
Step 3 - Work with and influence others to improve our transport infrastructure, our existing transport links and develop a sustainable and integrated approach for planning and delivery.	ACFO Iwan Cray	Identifying active travel opportunities - Powys County Council and PAVO.	Understand the role of the Step 3 partnership group in identifying active travel opportunities as well as different models of community transport in Powys.	PAVO will be hosting a Community Transport Network meeting in the autumn to discuss provision of CT schemes	Public Health Wales are unable to contribute for now and foreseeable future due to pressures of Covid-19 workload.				
Step 3 - Work with and influence others to improve our transport infrastructure, our	ACFO Iwan Cray	wider context of transport infrastructure	Be aware of the outcome of the challenge to the dial a ride permits within the wider context of transport infrastructure in Powys.	Clair (PAVO) in discussion with Sarah at PCC. This could be an agenda item at CT Network	Public Health Wales are unable to contribute for now and foreseeable future due to pressures of Covid-19 workload.				
Step 3 - Work with and influence others to improve our transport infrastructure, our existing transport links and develop a sustainable and integrated approach for planning and delivery.				BBNPA has replaced all vehicles in fleet with Euro 6 compliant models, 87% of pool vehicles are zero emission EVs, 17 charging points have been installed across the National Park, 7 are publicly accessible. However, regionally and nationally there remain significant challenges on provision.			Grid capability to support rapid charging, cost to extend three phase supply (BBNPA)		

Public Health Wales are unable to contribute for now and foreseeable future due to pressures of Covid-19 workload.

Step	Lead Officer	Project/ Action/ Indicator	Description	Activity this quarter	Implications for next quarter	Overall RAG status	Main Risks	Current and planned controls	Summary Risk RAG	Recent assurance activity
4	Diane Reynolds	Work with and influence others to ensure improved digital infrastructure for Powys				Amber	Ability to progress this step due to Covid19	Quarterly meetings with all PSB stakeholders to ensure focus on delivery	Amber	Step meeting to approve actions going forward. Some follow up required with those unable to attend.
		Data Integration	Gather requirements from across our PSB to design our data integration ambitions		Workshop to be held in quarter 3	Amber	Appetite for change across PSB to pooled resource with finance	Workshop to define possibilities	Amber	
		Wellbeing dashboards	Increase our publicly available data from 36 dashboard to 72	Dashboards completed - 72 now available		Blue				
		Broadband and 4G rollout	Increase our capacity to support broadband and 4G rollout across our communities	PCC funding approved for community broadband post. Emergency Services Network planned increase of 4G masts across Powys.	Continued implementation	Amber	Some sites only accessible to EE customers, low Freq transmission and some delays when using Sattelite transmission	Monitor development of community use	Amber	
		Residents digital skills	Support the development of digital skills with our residents to reduce travel and protect our environments	PAVO update required		Red	Planned delivery through Libraries has been on hold due to Covid19	Some Libraries now developing access to PC's, needd to monitor when support could be provided	Amber	

		Digital Businesses	Support the development of digital businesses	WG update required		Amber	Broadband infrastructure improvements for business without access to superfast broadband or 4G	Linked to Mid Wales Growth Deal	Amber	
		Digital Environment	Develop opportunities through digital to help protect our natural environment	Digital Transformation Bid to WG for LoRaWAN technology development at tourism hot spots (Pen y Fan)	Review partner options to develop this action further	Green	None identified at present			

Details				Actions/Status			Risks and Controls			Assurances
Step	Lead Officer	Project/ Action/ Indicator	Description	Activity this quarter	Implications for next quarter	Overall RAG status	Main Risks	Current and planned controls	Summary Risk RAG	Recent assurance activity
Step 6 -Develop a holistic approach to skills and lifelong learning, which offers a range of formal and informal opportunities, including apprenticeships and traineeships	Dr Caroline Turner	Schools' transformation and post-16 options	The Local Authority has been working on significant plans to transform its schools. The 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. The emerging proposals aim to secure improved learning opportunities for all learners through access to state-of-the-art facilities with a full blended offer of post-16 options, both general and vocational, and strong pastoral links with schools	<p>Workstream 2 of the Transforming Education Programme was established in June 2020 to Improve Learner Entitlement & Experience for Post-16 Learners. This will deliver short-term improvements to standards and digital learning as well as delivering a longer-term reorganisation of Sixth Form provision for the county.</p> <p>The w/s Lead, Manager, 2x Secondary Head Teachers and the wider w/s Team meet weekly to ensure progress moves at pace.</p> <p>The w/s has worked with all Secondary Head Teachers to write a Learner Entitlement Statement which forms the Essential Criteria for long-term options evaluation. The w/s is working through a series of workshops between September and November to prepare the Strategic Outline Case (SOC) which will be taken to Cabinet in May 2021. Evaluation Criteria and Long-List options workshops have been held to date with Evaluation and subsequent implementation workshops to follow.</p> <p>The w/s Lead and w/s Manager have been assisting with preparations for establishing the Regional Learning and Skills Partnership between Powys and Ceredigion. The interim RLSP will be in place by October 2020 and the w/s Lead and Manager will be working to ensure close collaboration between the w/s and the partnership.</p> <p>Quarterly meetings have been scheduled with the Public Services Board Step 6 Lead to ensure that the two teams work closely together to improve Post-16 provision in Powys.</p>	Continued identification and planned roll-out of short-term improvements for post-16 provision	Green	Welsh Government Approval & Support to proposals for reorganisation of provision	Work collaboratively with Welsh Government colleagues throughout the process to ensure engagement and to also ensure compliance with process	Amber	Schools Transformation Programme Board, EMT and Cabinet
Step 6 -Develop a holistic approach to skills and lifelong learning, which offers a range of formal and informal opportunities, including apprenticeships and traineeships	Lynne Griffin	Apprenticeship Talent pool	This was launched in 2019 and is a new initiative where people can register their interest in future apprenticeship opportunities within Powys County Council	In Q1, 57 online applications were received with 27 responding to invitations to participate in virtual interviews. Unfortunately, no positions have been found for any of the applicants, which is partly attributable to the Covid-19 pandemic as apprenticeship salaries are low and some applicants have found better paid opportunities elsewhere without having to undertake an apprenticeship framework. 23 applications were received for the Career Graded Engineering apprenticeships which were recently advertised .	If the Covid pandemic remains it will be difficult to recruit into many service areas as the support apprentices rely on when starting their new role is usually on a one to one basis. The service will continue to promote the Apprenticeship Talent Pool and work with service areas and recruitment team to identify entry level roles which are appropriate to apprenticeships.	Red	The ability for service areas to promote apprenticeships within this pandemic	Continue to monitor and review	Red	Schools Senior Management Team
Step 6 -Develop a holistic approach to skills and lifelong learning, which offers a range of formal and informal opportunities, including apprenticeships and traineeships	Workforce Development Unit Lynne Griffin	Raise Awareness of Apprenticeships to Powys learners	Meetings are held with schools on apprenticeships to raise awareness of what an apprentice	Due to lockdown and the schools being closed, this has not occurred although work has commenced with Careers Wales to provide information in different formats to allow for virtual delivery.	The schools are limiting visitors to sites so it may not be possible to visit to talk to learners directly. Videos are being made with members of staff who have been through apprenticeship programmes to highlight what opportunities there are within local government. These will be used in the virtual sessions and will also be available to view on the apprenticeship pages on the council's website.	Red	Due to the pandemic schools are limiting visitors there will not be face to face meetings.	Ensure that virtual events are available to share with the Schools	Red	Schools Senior Management Team
Step 6 -Develop a holistic approach to skills and lifelong learning, which offers a range of formal and informal opportunities, including apprenticeships and traineeships	Jayne Bevan	Adult Community Learning	The Powys Adult and Community Learning Partnership works collectively to meet the Welsh Government's vision for increased participation by addressing the needs of anyone aged 16 and above accessing an ACL basic skills and/or ESOL programme, including contextualised basic skills and citizenship courses and those learners who wish to acquire or improve their Welsh as a language and those who wish to study through the Welsh Medium	There has been no meetings of the ACL Partnership due to the pandemic but meetings have been held with NPCT to map what activities are currently ongoing in Powys and to identify the governance for this workstream	Map what activities are currently being delivered in Powys. Identify whether the Learning & Skills Partnership Board is the appropriate governance for this work stream. An ACL board meeting is arranged for Quarter 3. This will be a significant time upon coming to an agreement with Ceredigion regarding the new regional arrangements for the Mid Wales RLSP and its alignment with the Growth Deal.	Amber	Promotion of the adult community learning which is available within Powys. There is a risk about managing the continuity with the emerging RLPS and the links to ACL	Amber	Red	The ACL Partnership Board is listed for Q3

<p>Step 6 -Develop a holistic approach to skills and lifelong learning, which offers a range of formal and informal opportunities, including apprenticeships and traineeships</p>	<p>Jayne Bevan</p>	<p>Skills in Powys</p>	<p>Discussions have taken place with regards to identifying what skills development are currently happening within Powys County Council and Powys Teaching Health Board. This links with Step 6 as this can only be achieved by working collaboratively with our partners to improve opportunities for all people in Powys, regardless of their age. The Skills & Employability partnership board now has the Corporate Director (Resources & Transformation) as a member and one of the agenda items will be to develop a skills and employability strategy for Powys. Increasingly, this work will be in partnership across Mid Wales, with a wide range of partners. Establishing the new RLSP will now be a priority,</p>	<p>There has been limited progress on this step during Quarter 1 but during Quarter 2 there has been growing collaboration with Ceredigion to secure the establishment of a new RLSP from October 1st 2020</p>	<p>To establish norms of working with Ceredigion, governance arrangements for a new RLSP, staffing and methods for identifying labour market priorities across Mid Wales. Immediate priority should then be given to resolving approaches to labour market shortages, and funding streams to resolve them.</p>	<p>Amber</p>	<p>During Covid, establishing effective working relationships had been hindered across the two authorities.</p>	<p>The RLSP will be operational from 1/10/2020 and both Authority's will have to commit to growing alignment</p>	<p>Amber</p>	<p>The joint committee for Powys and Ceredigion for the Mid Wales Growth Deal</p>
<p>Step 6 -Develop a holistic approach to skills and lifelong learning, which offers a range of formal and informal opportunities, including apprenticeships and traineeships</p>	<p>Jayne Bevan</p>	<p>Careers Festival 2021</p>	<p>The purpose of the Careers Festival is to inform young people of the opportunities and learning pathways which are available to them</p>	<p>Due to lockdown there has been limited activity on this step</p>	<p>Work with partner agencies to consider holding a virtual careers festival online which can be accessed by learners and parents</p>	<p>Amber</p>	<p>Schools are closed and the implications of Covid 19 mean that it will not be safe to host a live Careers Festival in March 2021</p>	<p>A meeting has been arranged in Q3 to consider how this can be achieved virtually</p>	<p>Red</p>	<p>A board meeting of the Positive Pathways Powys partnership in Q3 to consider whether it is possible to hold a virtual event. If agreed, this will be approved by the Schools Senior Management Team.</p>

Details				Actions/Status			Risks and Controls			Assurances
Step	Lead Officer	Project/ Action/ Indicator	Description	Activity this quarter	Implications for next quarter	Overall RAG status	Main Risks	Current and planned controls	Summary Risk RAG	Recent assurance activity
7 - Develop a carbon positive strategy that maximises green energy production	Huw Lewis	Develop a decarbonisation strategy					Ability to deliver an approved strategy within project budget	Regular meetings of the working group to ensure focus on delivery		Step meeting to review work of contractors
		Develop outline Strategy		High level overview presented to main PSB in June	Prepare draft strategy for PSB's Sept meeting		missing September deadline	Timetable of action agreed with contractor and regular updates scheduled		complete
		Write draft Strategy		Prepare draft strategy for review by working group	Strategy to be presented to main PSB in Sept		Availability of working group and Sept deadline	Timetable of action agreed with contractor and regular updates scheduled		complete
		Review draft Strategy		Draft strategy to be refined following working group comments - strategy will comprise a technical annex plus 'easy-read' version	Strategy to be presented to main PSB in Sept		missing September deadline	Timetable of action agreed with contractor and regular updates scheduled		sub-group meeting with contractor 08 Sept
		Present draft to PSB		Step 7 review on agenda for Sept PSB meeting	Finalise strategy and develop comms plan		PSB unwilling to adopt strategy. Resource to carry out engagement and comms.	Preparing documents and presentations to inform PSB		

Details				Actions/Status			Risks and Controls			Assurances	
Step	Lead Officer	Project/ Action/ Indicator	Description	Activity this quarter	Implications for next quarter	Overall RAG status	Main Risks	Current and planned controls	Summary Risk RAG	Recent assurance activity	
Step 8 - Develop a sustainable environment strategy	Martin Cox (NRW)	Review existing strategies	Establish the current PSB organisational priorities - where they align; and what the overlaps and gaps are with reference to:	No activity due to focus on Covid		Amber			Amber		
			1. PSB members' organisational strategies								
			2. WG strategies (i.e. Nature Recovery Plan, Natural Resources Policy SONARR etc.)								
			3. Emerging Area Statement Themes								
			Coordinate with other Steps	Integrate actions with other PSB groups (particularly climate change/ renewables and outdoor tourism/ recreation)	No activity due to focus on Covid		Amber			Amber	
			Refine emerging themes	Further develop the emerging themes agreed so far	No activity due to focus on Covid		Amber			Amber	
		1. Connecting people with nature (recreation, enjoyment, volunteering, education)									
		2. Reducing society's impact on the environment (reducing unsustainable use, pollution, waste etc)									
	3. Ecological & climate change resilience (biodiversity, key species, connectivity, pollinators etc)										
			4. Sustainable Use – (ensuring society and business use the environment and its resources sustainably)								
		Develop Priorities	Under each of the emerging themes – develop key 10-12 environmental priorities for Powys	No activity due to focus on Covid		Amber			Amber		
		Signal projects	Develop "signal projects" or initiatives in Powys (initially 3-5) from PSB partners and stakeholders to demonstrate good practice. Promote these as case studies to drive positive behaviours and precipitate further projects to run outside of the PSB direct control. Potentially publish and/or make available online	No activity due to focus on Covid		Amber			Amber		

Details				Actions/Status			Risks and Controls			Assurances
Step	Lead Officer	Project/ Action/ Indicator	Description	Activity this quarter	Implications for next quarter	Overall RAG status	Main Risks	Current and planned controls	Summary Risk RAG	Recent assurance activity
Step 9 - Undertake market research and establish an effective infrastructure to support active enjoyment of the environment and adventure tourism	Nigel Brinn	Completion and analysis of Powys Visitor survey	Visitor survey conducted in partnership with Visit Wales (summer 2019/spring 2020) to identify opportunities to strengthen Powys tourism product	Final survey results received	Survey analysis workshop to discuss findings and future development plans planned for Nov 2020	Green	None identified	n/a	n/a	Service level business plan
Step 9 - Undertake market research and establish an effective infrastructure to support active enjoyment of the environment and adventure tourism	Nigel Brinn	Events Strategy implementation	Raise profile of Powys as an event county and bring economic benefits to Powys	Due to Covid-19 restrictions, recent activity has been in support of Powys events unable to operate, with advice given about support packages available and increased marketing to those bigger events who have tried to amend their offer and provide a virtual experience in 2020.	Very uncertain how the events sector will look as we move into 2021 and Covid-19 restrictions remain in place. Discussions between Welsh Government and the events sector are ongoing, and ERF 3 will launch in October 2020 which may provide additional support. Information about this will be communicated widely as it becomes available.	Amber	Ongoing Covid-19 restrictions for events sector	Encourage events to consider virtual options for 2021.	Amber	Service level business plan
Step 9 - Undertake market research and establish an effective infrastructure to support active enjoyment of the environment and adventure tourism	Nigel Brinn	Mid Wales Growth Deal - develop suitable tourism interventions	Complete and formally adopt the Mid Wales Growth Deal Vision document, including actions to strengthen the Mid Wales tourism offer.	Vision for Growing Mid Wales partnership document finalised and approved in June 2020	Detailed project business cases for the development of the tourism sector to be developed by March 2021	Green	None identified	n/a	n/a	Partnership Board approval granted in June 2020
Step 9 - Undertake market research and establish an effective infrastructure to support active enjoyment of the environment and adventure tourism	Nigel Brinn	Marketing of Powys' natural environment, outdoor spaces and activities	Undertake a summer holiday visitor facing marketing campaign to highlight outdoor activity opportunities as part of Covid-19 recovery.	June - Aug 2020 #DiscoverPowysSafely campaign delivered in partnership with PCC Communication Team and other destination partners	Autumn marketing campaigns being planned, subject to Covid-19 restrictions to protect public health	Green	Future marketing campaigns subject to Covid-19 restrictions	Agile and flexible campaign planning to be responsive to changes in circumstances	Green	Sign off of Covid-19 visitor marketing recovery plan by SMT
Step 10 - Develop a strong brand to promote and attract inward investment into Powys	Nigel Brinn	Powys marketing campaign to support local economy and new investment, and support Covid-19 recovery	Digital marketing campaigns focusing on three key audiences and key messages to each. #SupportLocalPowys (residents), #DiscoverPowys (visitors), Live, Work and Play in Powys (inward investment/lifestyle promotion)	#SupportLocalPowys and #DiscoverPowys social media campaigns went live in June and are being reviewed regularly.	Phase 3 inward investment /LiveWorkPlayinPowys campaign is under development	Green	Future marketing campaigns subject to Covid-19 restrictions	Agile and flexible campaign planning to be responsive to changes in circumstances	Green	Sign off of Covid-19 visitor marketing recovery plan by SMT

Step 10 - Develop a strong brand to promote and attract inward investment into Powys	Nigel Brinn	Develop the Powys and Mid Wales economy and its inward investment offer through the delivery of the Vision for Growing Mid Wales Economic Strategy	Complete and formally adopt the Mid Wales Growth Deal Vision document, 'Growing Mid Wales'	Vision for Growing Mid Wales partnership document finalised and approved in June 2020	Detailed project business cases across key identified economic sectors to be developed by March 2021	Green	None identified	n/a	n/a	Partnership Board approval granted in June 2020
Step 10 - Develop a strong brand to promote and attract inward investment into Powys	Nigel Brinn	Development of a joined-up approach to the development and marketing of commercial property across Powys in response to inward investment inquiries	Work to complete a Mid Wales Employment Sites & Premises Strategy & Action Plan is underway	Mid Wales Sites and Premises strategy development is ongoing and due for completion by December 2020	Mid Wales Employment Sites & Premises Strategy & Action Plan completed by Dec 2020	Green	None identified	n/a	n/a	Part of Mid Wales Growth Deal regional delivery plan



POWYS PUBLIC SERVICES BOARD

Performance Monitoring Report

March – September 2020

Well-being Steps 11 and 12

North Powys Wellbeing Programme:

Overall Goal

Implementation of a new model of health and care across north Powys to include the development of a Rural Regional Centre and Community Wellbeing Hub in Newtown. This includes a Multi-agency campus locating potentially health, social care, housing, education together with links to leisure, police and a range of 3rd sector partners. This will enable outreach facilities from acute hospitals in order to improve access to health and social care, well-being, prevention and health promotion and improve services in communities across Mid Wales.

The North Powys Wellbeing Programme was placed on hold in March 2020 in light of Covid-19 and business continuity being invoked. The team were redeployed to support the planning of the response to Covid-19. The Programme was re-started in July 2020 and the team have identified how the Programme can be taken forward in light of new ways of working, impact of Covid-19, and reduced operational input. It is not possible yet to quantify the full impact on the programme of COVID-19 given the ongoing uncertainty and availability of resource during 20/21 and so there is an ongoing risk around programme deliverability.

The new integrated model of care was finalised and approved by PTHB Board and PCC Cabinet Member - during Quarter One. This is currently being reviewed in light of COVID-19.

The focus during quarter two is largely on the finalising of the Programme Business Case ready for submission during Quarter three. A draft was developed and whilst a number of areas have been progressed during COVID-19, there has been very limited engagement and further work is required to re-engage key partners in order to finalise the business case. This work includes the development of an Outcomes Framework and high-level Benefits Plan.

As part of the transformation funding, there are a number of areas which the programme set out to accelerate change in North Powys. There has



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been some progress during COVID-19 against the agreed outcomes within the transformation bid and in particular the digital elements have been

accelerated. However, a number of business cases that were due to be approved during end of Quarter Four, have been put on hold and the Programme Board are reviewing the focus required, for the remainder of this year in line with the pandemic and the recovery model.

The next stage of the programme plan included development of specific focus and activities required to support steps 11 and 12 for the PSB. Unfortunately, the Covid-19 pandemic has significantly impacted on the programme in terms of pace and risk to future delivery along with opportunities to progress with steps 11 & 12. As stated the team, have focussed on, delivering the Programme Business Case (PBC) for submission to WG in the autumn and supporting delivery of the WG Evaluation requirements.

To support the development of the PBC; Change Manager resource has been initially assigned to look at opportunities to further improve focus on wellbeing, early help and develop multi-agency working in the Newtown area. Initial baseline gathering and scoping work is underway with an immediate focus on the Newtown area, initially to support the development of the Capital Business Case and in particular the Community Wellbeing Hub.

Below is a summary of activities undertaken for Steps 11 & 12 from July 2020, ongoing. Additionally, how these are aligned to The Future Generations Report 2020.

Step 11: Implement more effective structures and processes that enable multiagency community focused response to wellbeing, early help and support.

Step 12: Develop our organisations’ capacity to improve emotional health and well-being within all our communities.

ACTION	LEAD	PROGRESS
Identify the good practice in communities	NP WP – Change Managers (Clinical and Wellbeing)	July 2020 engaging with a range of partners and service providers to begin to



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established during Covid-19.		understand support offered and where.
Review and begin to identify multi-agency working within communities in north Powys.	NP WP – Change Managers (Clinical and Wellbeing)	July 2020 engaging with PAVO Community Connectors and wider organisations to begin to develop evidence of joint/ multi-agency working, to then share more widely.
Support with the development of systems and processes to allow for further joint working	NP WP – Change Managers (Clinical and Wellbeing) Research, Innovation and Improvement Manager PTHB. PAVO Head of Health and Wellbeing.	July 2020 initial conversations to consider ways of evidencing success of joint working.
Signpost community connectors/group within communities as the first port of call for all early help and support'	PAVO Head of Health and Wellbeing, PAVO Community Connectors.	July 2020 initial meetings held with Change Managers and PAVO Community Connectors, to look at further developing awareness of and greater / further links.
Commence more detailed service planning and modelling to support investment in a multi-agency wellbeing campus.	NPWBP Programme Lead and wider teams.	PBC in development with wider team, GDP.
Network, share and promote new ways of working across health and social care teams.	PAVO Head of Health and Wellbeing, PAVO Community Connectors, NP WP Change Managers.	July 2020 - beginning to gather examples of good practice, further promote by planning



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		sharing opportunities with a range of teams.
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Above is progress to date with Steps 11 & 12 for the PSB, this is to be amalgamated with key sections lifted from the Summary of the Future Generations Report 2020; and a very small range of current examples gathered that evidence the report recommendations:

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

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.

Evidence – Newtown Network set up, in response to COVID-19 an agreement to collaborate support to the residents of Newtown and Llanllwchaiarn, Powys, in various ways to have healthy and fulfilled lives. To work and support volunteers working to achieve these aims and to add to and co-ordinate the activities of those organisations and statutory bodies working to achieve these aims. These organisations join as a group to be known as the Newtown Network with the initial objective of supporting meal and food deliveries to the needy in the town, to work with the Powys Library Service to provide a home delivery for readers, and to assist in the development of a Volunteer networks, both its own and others in Newtown and Llanllwchaiarn

From a planning perspective - the North Powys Wellbeing Programme and Newtown Council have been working collaboratively to engage with the town about wellbeing and what matters to individuals and families. This has been conducted via joint survey's and events; the outputs of which have supported development of the Newtown Place Plan and the business case for the multi-agency wellbeing campus.

Well-being Goal: A Healthier Wales policy recommendations:

Play their part in enabling an active nation; increasing the benefits of physical activity for everyone.



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Prioritise placemaking and designing-in community health and well-being – enabling places to support the health and well-being of people and communities.

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.

Well-being Goal: A Wales of Cohesive Communities Policy Recommendations

To collaborate with town and community councils and voluntary organisations to set and deliver local well-being objectives and steps.

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.

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.

Evidence – Open Newtown - establish projects and partnerships that allow Newtown's green spaces to be managed in perpetuity for the community. There current projects include, Active Travel, MTB and BMX tracks, Where the Severn Smiles, The Riverside project.

The North Powys Wellbeing Programme team, will signpost to these projects in order to build and develop further, increasing awareness to all ages of the population in North Powys.

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

Involving arts and culture representatives in Public Services Boards work and activities.



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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.

Engaging in innovative partnerships that allow for culture to be more visible in daily life, for example linking the culture and health agendas.

Evidence - Oriel Davies Gallery aims to build connections in the community that can be long lasting and fruitful, where the voices of participants can be heard and where communities, the gallery and artists can work together to celebrate the power of the imagination to make positive things happen.

The North Powys Wellbeing Programme team, have started to and will be further developing their links with the gallery to increase awareness of the range of projects offered and planned. Also sharing with wider teams to enhance the joint working.