

# CONWY & DENBIGHSHIRE PUBLIC SERVICES BOARD

A Year in Review 2018 / 2019



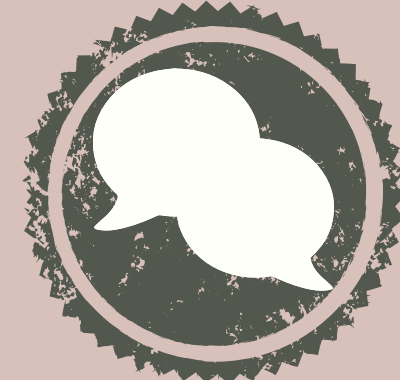
# WELCOME TO THE CONWY & DENBIGHSHIRE PUBLIC SERVICES BOARD 18/19 ANNUAL REPORT

The aim of this report is to give a brief overview of what we have achieved since the PSB well-being plan was published in April 2018. An annual report is essential to make sure that as a Board, we are accountable to the public and can self-reflect on where we are making a difference, in line with the 5 ways of working and outline our future direction.



## **Integration**

This is about working in an integrated way and also considering how our well-being objectives may impact on our partners.



## **Involvement**

This is about involving people and ensuring people have the opportunity to get involved and have their say.



## **Prevention**

This is about stopping problems happening in the first place and preventing them from getting worse.



## **Collaboration**

This is about working together with others, such as people, communities, voluntary & private sector and other public sector organisations



## **Long Term**

This is about looking to the future and considering how our actions now can impact on things.

# 1. WHAT IS A PSB?

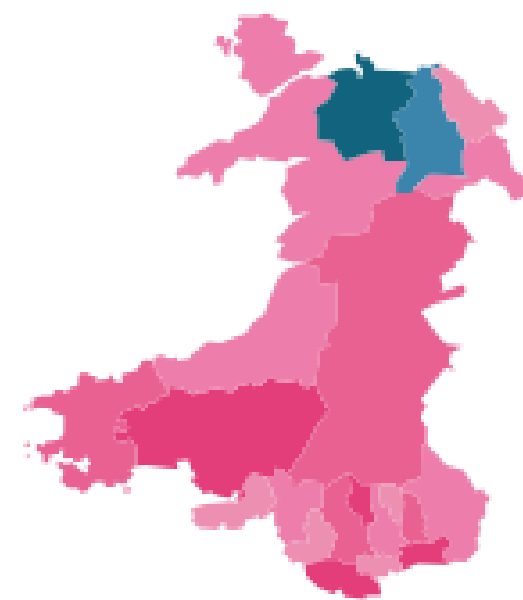


The Well-being of Future Generations (Wales) Act 2015 required every county to set up a Public Services Board (PSB) so that all public bodies in the area could work together to improve well-being. Conwy and Denbighshire services already work together to support people across our region. So we took this opportunity to establish one single PSB for the region in April 2016.

This means both local councils, Police, Fire Service, NHS, Natural Resource Wales, voluntary sector, Welsh Government and probation services all come together to discuss ways to improve well-being in the area and how we can use our resources better to meet needs now and in the future.

Well-being is about being healthy and happy in all areas of your life. Not just good physical and mental well-being but also having positive relationships, strong communities and a healthy environment. We help services work together to improve::

- Cultural Well-being
- Economic Well-being
- Environmental Well-being
- Social Well-being



You can read more about the Act by visiting - [www.futuregenerations.wales](http://www.futuregenerations.wales)

There's more information about the PSB on our website [www.conwyanddenbighshirepsb.org.uk](http://www.conwyanddenbighshirepsb.org.uk)

WORKING IN ANY  
INTEGRATED WAY



## 2. TALKING TO YOU

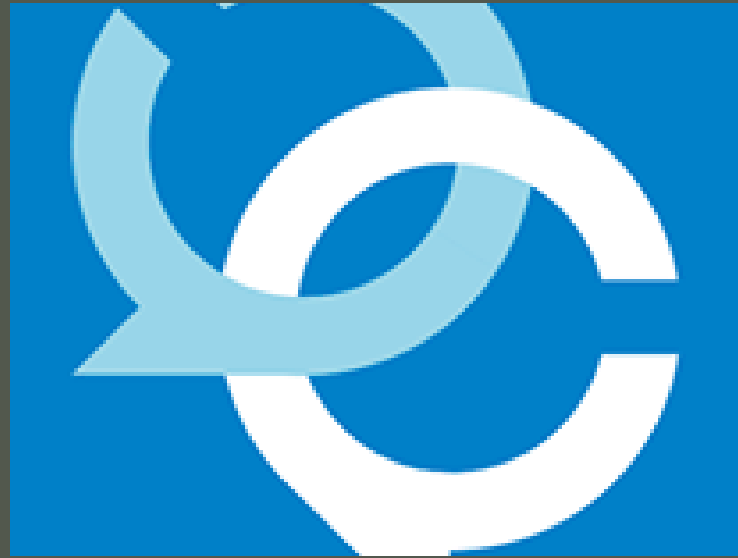
### THE COUNTY CONVERSATION

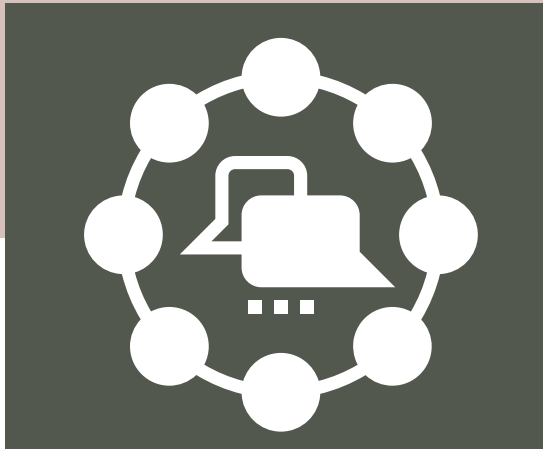


During the summer of 2016 we spoke to as many people as possible to ask their views about what works well in Conwy and Denbighshire and what we need to focus on now and for future generations. We asked people to talk about their experiences and their communities so that we could understand a bit more about local concerns and strengths.

We talked and listened to lots of different people from different backgrounds. We spoke to community groups, faith groups, businesses, Town & Community Councils and other public sector partners.

We've explained this more in our technical version of the well-being plan - you can read it [here](#)





# 3. THE EARLY DAYS

Whilst we were working on the plan, we developed 2 early priorities...



## COMMUNICATION

We wanted to improve our communication with everyone, so we -

- Opened PSB meetings to the public. **Anyone can attend our meetings.** You can find our meeting dates, agendas & reports on the PSB website and the meeting section on Conwy and Denbighshire Council websites.
- Share our minutes online. PSB members table them within their organisations so staff know what we're up to.
- Let you know what we're doing through our PSB newsletter. You can find this on our website & on our social media, but we make sure we send it to all of our PSB partners, as well as elected members, Town & Community Councils and other interested people. Contact us if you want to start receiving a copy by email.
- Post, share & like messages through our County Conversation Facebook & Twitter accounts. We also follow other organisations & people wanting to make a difference.
- Use a shared network (Govram) which allows organisations who have signed up to the agreement to work in each other's buildings securely.
- Promote hot desking from each others office's, but this is on a casual / individual basis.

## FIRST 1000 DAYS

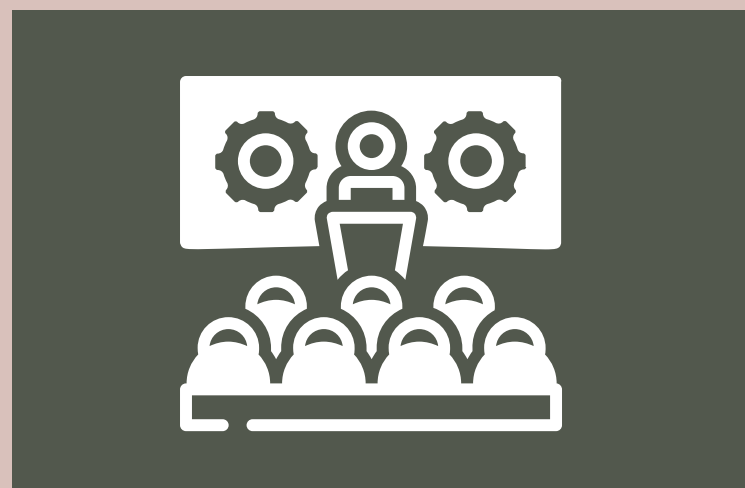
We wanted to focus on the first 1000 days of life, as we recognised this is an important time for children's growth and development which shapes their future health and well-being. So we -

- Held a mapping event in February 2017 to identify opportunities at a whole system level in Conwy & Denbighshire so we could improve outcomes for children during the First 1000 days.
- Joined the 'First 1000 Days Collaborative' in Wales
- Submitted a funding application for £5000 to the 'First 1000 days collaborative' to undertake a case review of children and their families in Denbighshire who did not meet the expected Educational Foundation Phase outcomes in July 2017 at age 6/7.
- As a result of the review education services have increased support to the early education team to identify barriers and earlier identification of Additional Learning Needs (ALN). Transition plans have also been provided for children moving from Preschool into Nursery.
- This has ensured more accurate identification of the needs of children so the right support can be put in place at the start of a child's education journey.
- Additional investment has been provided for Speech & Language Services & a method for sharing information between agencies has been developed.

# 4. ASSESSING THE BIGGER PICTURE



JANUARY 2017



STRATEGIC THEMES  
WORKSHOP

While we were developing the well-being assessment we discussed the issues it raised & considered where we could make the most difference together. We came up with a long list of issues, but we needed to learn more about these from people working in these areas.

MARCH 2017



LAUNCH OF THE WELL-BEING  
ASSESSMENT

The **well-being assessment** provides a picture of the economic, social, environmental and cultural well-being for Conwy and Denbighshire – both now and in the future. We based the assessment on local and national data and research. The feedback from the County Conversation formed a big part of this work too.

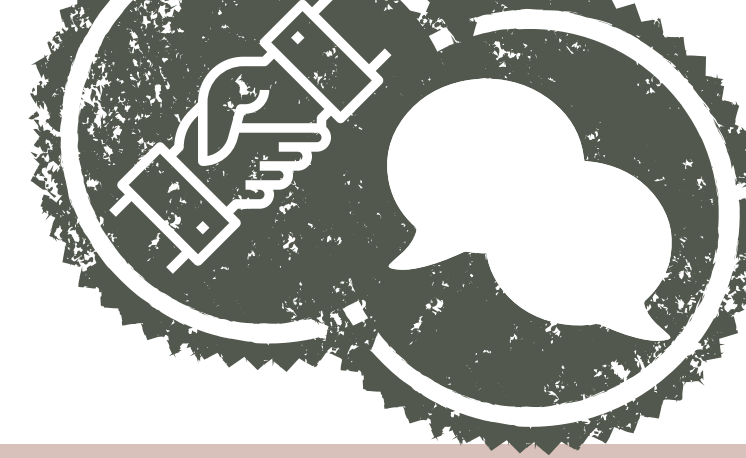
JUNE 2017



BRING YOU IDEA  
EVENTS

We invited lots of people & organisations from across Conwy & Denbighshire to help us identify where we needed to focus our attention and what we should & could be doing in that area. From these sessions we were able to narrow down our long list of issues & start focusing on key areas.

# 4. ASSESSING THE BIGGER PICTURE



NOVEMBER 2017



## FORMAL CONSULTATION

After writing our draft plan - we asked you if you were happy with what we'd written. We did this through the County Conversation, where we did a web survey & visited interested community groups to get their views. The plan outlined 6 priorities -

1. The First 1,000 days of life
2. Promoting community hubs
3. Promoting mental well-being for all ages
4. Promoting resilience in older people
5. Promoting environmental resilience
6. Raising resilient and aspirational young people

JANUARY 2018



## CONSULTATION REVIEW

After analysing the feedback from the consultation we decided to rationalise the number of priorities from 6 to 3. We did this by looking at the synergies between priorities, the impact the PSB could have, the long term implications and where work was already in place for this priority (to avoid duplication). Ultimately we thought these priorities were where we could add the most value collectively.

APRIL 2018



## APPROVING OUR WELL-BEING PLAN

In the Spring of 2018 we went to each Statutory Member's organisational board, to get approval of our plan. This meant we took the plan for approval to both Councils, the Health Board, the Fire Service and Natural Resources Wales.

They all agreed to the priorities and next steps for the plan. It was formally signed off at a PSB Board meeting and published on our PSB website in April 2018.

**We've explained this journey in more detail in our technical version of the well-being plan – you can read it [here](#)**

# 5. LISTENING TO YOU

## OUR PLAN

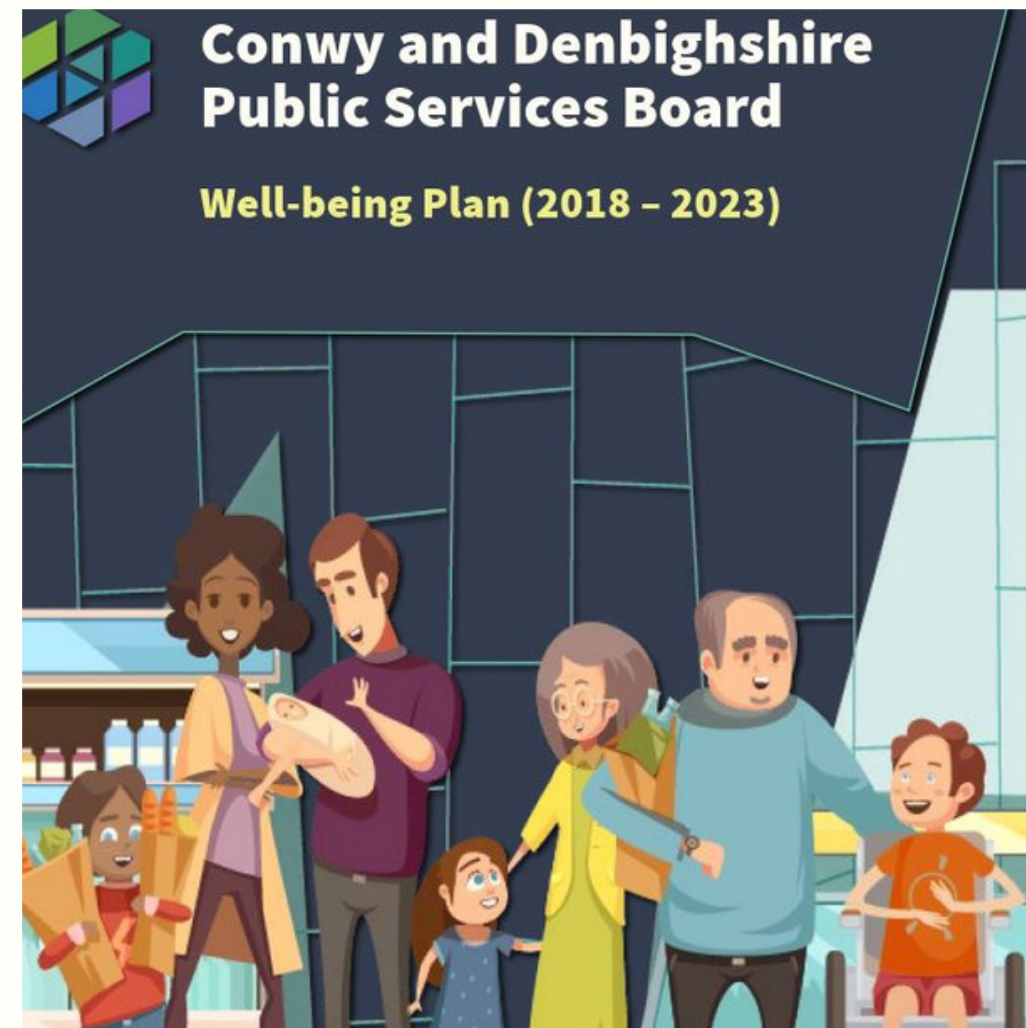


### Our Priorities

The published well-being plan can be found [here](#). It focuses on the challenges communities' face which we feel we can really improve by working together.

Our plan focuses on 3 priority areas:

- 1. People** Supporting Good Mental Well-being for all ages
- 2. Community** Supporting Community Empowerment
- 3. Place** Supporting Environmental Resilience



### Our Principles

We also committed to 4 additional principles which support the priorities:

- A.** To tackle inequalities and treat everyone equally
- B.** To support and promote the Welsh Language
- C.** To support people so they can access healthy, safe appropriate accommodation
- D.** To avoid duplicating work.



# 6. WHERE WE'RE AT NOW

## THE PRIORITIES

### People - Supporting good mental well-being



### WHAT WE WANT TO ACHIEVE

- Common understanding of the issues, opportunities and priorities around mental well-being.
- Exploring ways of working to explore opportunities for the Well-being Plan and national strategy “Together for Mental Health” to deliver together developing objectives to deliver the priority.
- Recognising that there are already a lot of good things going on that we can learn from and that Local Implementation Teams (LITs) and PSBs working together offer the potential to deliver something very powerful.
- Recognising that there are already a lot of good things going on that we can learn from and that Local Implementation Teams (LITs) and PSBs working together offer the potential to deliver something very powerful.

### THE IMPACT WE WANT

- More people experiencing good mental well-being and fewer people suffering anxiety and depression.
- Less self-harming and lower suicide rates.
- Less stigma around mental well-being.

## WHAT WE SAID WE'D DO AS ACTIONS

- 1. Set up and develop a PSB sub-group to lead on this priority area.**
- 2. Hold a workshop with practitioners, service users and providers to explore local issues around mental well-being and identify potential objectives.**
- 3. Implement the findings and recommendations from the workshop and develop an action plan to deliver the next steps for the priority.**

## WHAT WE'VE DONE SO FAR

Natural Resources Wales (NRW) have been leading on the mental well-being priority, working closely with Betsi Cadwaladr University Health Board & Public Health Wales for support. A sub-group has now been set up.

We held a workshop on 20 November 2018, attended by a range of professionals with good representation partner organisations and the third sector. As part of the workshop, we discussed the local issues around mental well-being and considered where working together we could add the most value to the areas of most need.

The report from the workshop was produced in December 2018 & the recommendations were presented to our mental well-being sub-group. The sub-group plans to focus on the following outcomes from the workshop, including -

- Identifying good practice and understanding why, as well as some of the factors that might stop good practice.
- Mapping people's experiences of support services and activities (from initial referral to successful outcome).
- Ensuring that service users aren't only offered 'what's available' – but rather what individuals and communities actually need.
- Identifying which assets are being used and what needs are being met, and the availability of data that supports these outcomes.
- Agree on a draft work plan that will help deliver the priority.
- Identifying which aspects of working with people and working with community assets link to our Community Empowerment priority.

We will arrange a follow-up workshop in spring 2019 to test and progress the actions identified by the sub-group. This will include setting up task and finish groups to look at how we can work with people and communities to improve mental well-being.

## HOW WE THINK WE'VE GOT ON

We have used the Future Generation Commissioner's self-assessment tool as a prompt for self-reflection (Please see appendix 1). We feel at the end of the first year of our priorities we are in the category of 'making simple changes,' whilst striving to 'be more adventurous.' This is because this is a complex area of work and there is already a lot of work taking place across the region between our partners and third sector organisations. We need to ensure we contribute both locally and regionally to the mental well-being priority. The challenges posed by capacity of organisations has resulted in some slightly slower progress than originally anticipated, although we feel we've made good progress in year one, by identifying the issues around the mental well-being priority. We will develop actions to take forward through the second year.

# 6. WHERE WE'RE AT NOW

## THE PRIORITIES

### Community - Supporting Community Empowerment



#### WHAT WE WANT TO ACHIEVE

- Understand what work is already taking place, and where the PSB could add the greatest value in terms of empowering our communities.
- Consult with professionals on areas of need and seek to develop the PSB's next steps towards meeting those needs
- Understand what would constitute success, and who should be involved in more detailed design and delivery.

#### THE IMPACT WE WANT

- Thriving community groups and assets that meet local needs.
- Services that work together better.
- Services that are better value for money.
- People getting involved and having a say in improving services.

## WHAT WE SAID WE'D DO AS ACTIONS

## WHAT WE'VE DONE SO FAR

### 1. Developing the next steps for community empowerment

A workshop was held on June 27, 2018, attended by some 40 professionals with good representation across partner organisations. In-keeping with our principle of building on existing pledges from organisations' well-being plans, delegates were presented with information about existing pledges and asked to consider areas of need where collaboration would add value, focusing on the following themes: **housing, employment opportunities, capacity building, provision of health and well-being support** and **infrastructure**.

We considered the output of the workshop at our meeting in September, and agreed three areas of work for the priority where we felt we could add value through early intervention, focusing on the local dimension, and involving a different set of partners. These are detailed below.

### 2. Social Prescribing will support the well-being needs of individuals and our communities, and will as a result mean fewer medical prescriptions and lower non-medical expenditure on services needed due to lifestyle related conditions. People will also be enabled to say in their own homes for longer.

A great deal of work has taken place to scope what opportunities are available to us in this area, understanding what work is already taking place elsewhere and seeking not to duplicate effort.

We are now seeking to develop a programme around weight management, which will integrate with our Good Mental Well-being priority.

### 3. Better support tenants and those at risk of homelessness. This will not only result in less homelessness and more stable tenancies, but mitigate health associated risks and support a better quality rented sector.

Due to capacity, this work has not started.

### 4. Dementia Support Action Plan to better support dementia sufferers and their carers. PSB partners will work towards becoming dementia friendly organisations that help people live independently for longer.

We are integrating our work in this area with that of the Regional Partnership Board with a focus on empowering communities. One of our partners on the Board, Denbighshire Voluntary Services Council's (DVSC) has received Welsh Government funding to deliver a Dementia Aware Community Led programme (DACLP).

The programme seeks to support those living with dementia and those that support them, providing training to empower communities to become dementia aware. We are supportive of this programme, and some of our larger individual partners intend to add value to this community led initiative by becoming dementia friendly organisations through the Alzheimer Society.

We will receive updates on the programme from DVSC throughout year 2 of the plan (during 2019-20) and we will identify other areas where we can add value to this work.

## HOW WE THINK WE'VE GOT ON

We have used the commissioner's self-assessment tool as a prompt for self-reflection. We feel at the end of the first year of our priorities we are in the category of 'Owning our Ambition' because this is a complex area of work where we have found that a great deal is already taking place. The challenge remains for the PSB to understand where it can most add value to this busy, but important agenda, not only locally, but regionally. In addition, the challenges posed by capacity does mean that progress is slower than we would like. Nonetheless, for only its first year, the PSB has made some progress. We also need to develop measures to make sure we're capturing what difference our actions are making.

# 6. WHERE WE'RE AT NOW

## THE PRIORITIES

### Place - Supporting Environment Resilience



#### WHAT WE WANT TO ACHIEVE

- Support people and communities to realise how important the natural environment is and understand what positive differences they can make to reduce their impact on it.
- Start to address environmental issues such as climate change by promoting ways we can all reduce our footprint such as recycling, improving energy efficiency, reducing carbon emissions and by generally being greener.
- Understand what each of our partner organisations are doing in term of addressing their ecological footprint. Consider what frameworks we are working towards and how we can bring this all together. As part of this we want to improve the energy efficiency of our buildings and facilities.
- Focus on sustainable procurement (in particular maximising community benefit and making sure we're not having an adverse impact on the environment when we're buying goods and services).

#### THE IMPACT WE WANT

- Our communities and partner organisations to do their bit and actively take steps to reduce their footprint and make sure the local environment is being managed properly and help wildlife and nature flourish for future generations.
- To make sure the natural environment provides a space for our residents, visitors and workers to make the most of and which benefits their health and well-being.
- Improve the consistency between PSB partner organisations, by working towards the same environmental policies, standards and targets.

## WHAT WE SAID WE'D DO AS ACTIONS

## WHAT WE'VE DONE SO FAR

- 1. Work with our PSB partners to develop a framework for our environment work, so that we're all working to the same goals.**

We've set up a working group to bring together environmental experts. With them we're developing a policy statement that outlines what frameworks we will all work towards, including areas of good practice and steps we will take.

The framework identifies 9 different environmental aspects, including carbon and energy, waste, biodiversity (including green spaces & woodlands), transport (including active travel), flooding, water, procurement, climate change adaptation and planning (which is a cross-cutting theme).

We recognise that partner organisations will be at different stages of achievement at the outset and appreciate the time taken to reach targets will differ between partners.

We're going out to consult on this with partners and once we approve it we will monitor progress regularly.

We're also looking to hold an engagement event for environment experts across North Wales, as we've been told partnership working is a gap in this area. This event will provide an opportunity for experts to network, share good practice and learn from each other.

- 2. Work with communities to develop environmental pledges and green changes we could make to reduce our impact on the environment.**

We've set up a working group to bring together environmental experts. With them, we're developing community green pledges. We wanted to look at ways we could work with communities across Conwy and Denbighshire to look at where we could make small changes to our behaviour that will make a big difference to reducing environmental impact.

The pledges identify 5 key areas that communities can make to reduce their impact in the environment (including buildings, transport, recycling, shopping and outside space). For each area, information is provided about the why this is important, who's already making the change, some ideas for inspiration and where they can go for further funding support and advice.

We're going out to consult on this with communities. Once this has been done and people are happy with it we'll begin to promote and encourage communities to make the pledge to make a difference.

- 3. Look at environmental issues affecting the region that we can't fix by ourselves, like sea defences and reducing the amount of packaging in our shopping.**

We've started to discuss key environmental risks at our board meetings. There was a good discussion at our December meeting on the sea defence in old Colwyn and what we can all do to prevent further damage in bad weather. Progress will be reported on at future meetings.

We'll continue to look at other environmental issues and risks and consider what difference we can make together and what action we need to take.

## WHAT WE SAID WE'D DO AS ACTIONS

**4. Look at our procurement processes and identify how we can maximise community benefits from building developments (e.g. through Section 106 agreements – these are legal agreements between local authorities and developers for times when measures may be needed to reduce a developments impact on the community).**

**5. Work with our planning teams to make sure environmental issues are looked at when planning new developments.**

## WHAT WE'VE DONE SO FAR

Maximising community benefit from procurement activities is something we do as individual organisations, for example –

- In Denbighshire, economic development related benefits (such as apprenticeship schemes, training and jobs) are applied to building projects in excess of £1million. However work is currently being undertaken to explore the possibility of applying these benefits to lower value contracts and aligning these to their corporate plan priorities.
- In Conwy, as part of the development of the new council offices a social value plan was developed which ensured the local community were involved. This included school visits, developing apprenticeship and training schemes, using local trades / services / materials (where possible) and holding community engagement events.
- In Betsi Cadwaladr, their plans in Ruthin to develop part of the Hospital and integrate a local GP practice will include discussions with local people and organisations to ensure it offers added value for the local community.

However we need to explore ways on how we do this collectively.

Local Development Planning managers for Conwy and Denbighshire have attended our meetings to provide us with updates and the opportunity to feed in to their consultations on the local developments plans.

However we need to gain a better understanding of the 'conflict' that has been raised between planning policy and consideration of environmental issues.

## HOW WE THINK WE'VE GOT ON

We have used the commissioner's self-assessment tool as a prompt for self-reflection. We feel at the end of the first year of our priorities we are in the category of 'being adventurous' because our approach to pledges aims to push everybody to act to make changes from how things are currently done. We hope by doing this it will support a 'ripple effect' to wider change.

We've made good progress for year one – in terms of focussing on short term goals. We need to look more strategically and we plan to work on a regional basis to do this, since a number of PSBs in North Wales have focussed on the environment. We also need to develop measures to make sure we're capturing what difference our actions are making.

# 7. OUR REFLECTIONS AFTER YEAR 1

Being open and transparent is vital for all public sector organisations, and we are proud that we are one of the first PSBs in Wales to open our meetings to the public. This annual report is a self-reflection of the progress we have made and serves to further that openness and transparency by stating what we have achieved, whether we feel we have done things well, and where we will focus to improve in the future.

Overall we believe we have made good progress with our priorities within the first year of the plan. Our plan is a long term plan, and at this early stage it is vital that we create a solid foundation on which to develop future collaborations by taking time to plan, gain community views and analyse research. It is also worth noting that when working to shift the agenda to a preventative focus, the delivery of outcomes can often take much longer to realise, however we are keen that in year two we need focus more on delivering real tangible changes and actions by working with communities. We also need to do more work to assess how we can monitor the impact we are having. We plan to do this by working collaboratively at PSB level, but also where appropriate, linking into regional work and seeking good practice from further afield, and sharing our own good practice experiences.

In terms of our priorities, we've taken an innovative approach to our plan to ensure we have fresh perspective for each priority. We allocated a lead to each priority to a member organisation who normally wouldn't be associated with the area of work - which encouraged more questioning of the status quo and alternative views on delivery. This approach has been valuable to help us better understand each other's area of work, and although it has perhaps added a bit of time to progress work, this increased understanding of each other's work responsibilities and pressures has been very useful for this initial period. For year two we will evaluate this and consider if this approach is still appropriate and whether leads should be more flexible or change.

We have also taken time out to reflect on our PSB and organisational roles, how things are going, what's working well and where we need to improve. One of the main challenges we have faced is understanding our role and where we can add most value, as the partnership landscape in North Wales is complex. We believe we have found areas in each of the priorities where we can make a difference collaboratively, and having time to reflect has helped us to understand the steps we need to take to progress delivery. We also plan to use Welsh Government's rural proofing tool to make sure the needs of rural communities are not missed.

We are planning to undertake some changes in year two of the plan to improve our performance, mainly around how we work as a board and making sure we use our time at meetings to most effect. We have also found that we get a lot of requests to respond to information and consider areas of work which doesn't relate to our identified priorities. In future we want to make sure we retain our focus on delivering our priorities and continuing to find ways to help and work with each other to make services better.



# 8. WORKING COLLABORATIVELY

## THINKING GLOBAL



We've been linking in with other partnerships to avoid duplication and to share ideas. We've.....

talked to the Regional Partnership Board for Social Care and Well-being

discussed the County Lines Exploitation issues and raised awareness within our own organisations

reviewed the Public Health Wales Future Trends Report

had updates on the North Wales Growth Deal

been monitoring Brexit and looking at ways we can support each other during this process

reviewed the 80 simple steps suggested by the Well-being of Future generations Commissioner

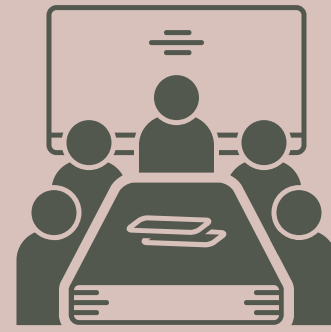
discussed the Local Development Plan for both Conwy and Denbighshire

been looking at key risks in the area and discussing what we can all do to help each other

held a healthy boards workshop with Academi Wales to look at how we're getting on & where we need to improve

# 9. BEING CHALLENGED

Like any partnership, it's important that there are checks and balances for us.



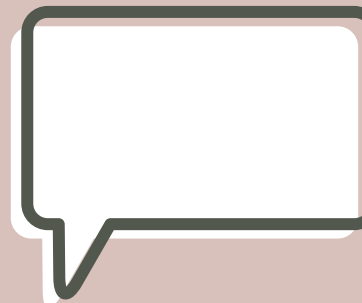
We've been holding open meetings, and all the papers & minutes are published online. Click [here](#) to find out more.



We've been taking key reports and updates to both the Conwy and Denbighshire Scrutiny Committees.



We publish short [newsletters](#) after each meeting so people can read what we're doing in bitesize chunks.



Had regular discussions about the organisational leadership challenges and how we can help each other.



From May 2019 onwards, we will be held to account by a newly formed joint Conwy & Denbighshire Scrutiny Committee. Again, these meetings will be open to the public and anyone can attend. Details of the meetings will be published on both [Conwy](#) and [Denbighshire](#) council websites.

# 10. GET INVOLVED

We want you to stay in touch & get involved in our work. You can:


- Come to one of our meetings – all the dates and agendas are published [here](#)
- Read our newsletters [here](#)
- Follow us on social media –   
- Stay involved and share your views through the PSB website – [www.conwyanddenbighshirepsb.org.uk](http://www.conwyanddenbighshirepsb.org.uk)

## **C/O PUBLIC SERVICES BOARD DEVELOPMENT OFFICER**

Conwy County Borough Council, Bodlondeb, Conwy, LL32 8DU

 **[countyconversation@conwy.gov.uk](mailto:countyconversation@conwy.gov.uk)**

**01492 574059**

 BT Relay Service Customers with hearing or speech impairments can contact any Council service by dialling 18001 before the number they require.

## **BSL Interpretation Service**

 British Sign Language users can contact Conwy County Borough Council using a Sign Language interpreter, through the InterpretersLive! service, provided by Sign Solutions – visit [www.conwy.gov.uk/Contact-Us/sign](http://www.conwy.gov.uk/Contact-Us/sign)



# APPENDIX 1

## DEFINITION OF THE FUTURE GENERATIONS COMMISSIONER'S SELF REFLECTION JOURNEY CHECKERS

In 'Well-being in Wales: the journey so far', the Commissioner sets out that the journey towards maximising contribution to the seven well-being goals and acting in accordance with the sustainable development principle starts in a place of making 'simple changes'. Organisations then need to move on to challenging current practice, stretching themselves and working with others in partnerships to develop new approaches before entering a stage of transformation. In 'leading the way', there will be a whole system approach of achieving the 'Art of the Possible', acting in a manner which ensures that present needs are met without compromising the ability of future generations to meet their own needs.

'Making simple changes' should be quick and easy to implement. They're often actions that are 'low hanging fruit' that have been tested by others and have a low risk of failure. They mobilise and involve people, aligning the agendas of different departments. The Commissioner recently launched some examples of the 'simple changes' some public bodies are already making in taking steps to meet their well-being objectives and maximise contribution to the national well-being goals: <https://futuregenerations.wales/the-art-of-the-possible>.

'Being more adventurous' involves stepping out of a 'business as usual' mindset and acting to change how things are currently done. Signalling early progress to wider change, this might involve a change in strategy or team approach to doing something and could involve more departments and organisations than a 'simple change'.

'Owning our ambition' can be a similar stage to 'being more adventurous' with initiatives developing and more people becoming involved. The organisation will be taking more well-managed risks, reaching out to other sectors to make progress and collaborating on funding or staffing. The organisation defines its approach as ambitious and staff feel empowered to work across sectors and influence change.

Those that are 'Leading the way' may be the first people or organisation to be taking these actions and are a guide for others to follow. This is a systemic, transformational change to how things have always been done and will require reallocating resources, time to put the changes in place and collaboration with other bodies. Actions are innovative, inspirational and collaborative, putting the Act into practice across larger portfolios to achieve the Wales we want. This way of working becomes embedded in the organisation and good practice is shared with others.