

By email

23/10/2017

Advice from the Future Generations Commissioner for Wales to Flintshire PSB

Dear Flintshire Public Services Board and supporting officers,

Thank you for seeking my advice on how you might take steps to meet your draft well-being objectives. My team have found regular conversations with you helpful in giving them an understanding of how you work together as a Public Services Board (PSB). As they will have discussed with you, I was keen that my advice would be useful to you and the context within which you work, so I hope you have also found these regular touch-points helpful and that they have given you some guidance along the way.

Thank you for sending us information on the themes and priorities you have been focussing on and a copy of your draft plan; I am basing this advice on what you have set out to date. My advice is in two parts – firstly, to help you consider how you might use the five ways of working to challenge business as usual and to maximise their contribution to each of the seven national well-being goals effectively. Secondly, based on your priorities, it provides prompts, resources and contacts to help you demonstrate through your well-being plan that you have used the five ways of working and seven well-being goals to shape your steps. The purpose of this advice is not to give you my opinion on your well-being objectives. These are determined and owned by you, as a collective PSB.

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

Your draft themes include:

1. Community Safety:
 - Delivering Safer Neighbourhoods.
 - Identifying the signs and symptoms of Domestic Abuse and Sexual Violence and providing an effective response.
 - Tackling Drugs and Alcohol.
 - Reduce Re-offending.

2. Well-being and Independent Living:
 - Provide information and support for people to take responsibility for their own health and that of their families.
 - Targeted interventions where individuals and families have the most to gain.
 - Deliver more services closer to home.
 - Build and strengthen the Care Sector.
3. Community Resilience:
 - Enable and inspire communities across Flintshire to develop into confident, cohesive, and forward thinking communities.
 - Develop and coordinate an approach across public services that ensures when any public service is working with a community that additional skills and capacity are left with that community. This approach starts with tackling sedentary behaviour amongst children and adults, by enabling individuals to make positive changes to their lifestyles and improvements to their overall health.
 - Co-ordinate an approach across public service delivery that maximises the impact of community benefits.
 - Further develop community ownership models including CATS, micro social enterprises and community shares.
4. Economy and Skills:
 - Strategic sites (employment and housing).
 - Transport infrastructure and services.
 - Business growth and innovation.
 - Skills, worklessness and social reform.
5. Environment:
 - Green infrastructure.
 - Environmental protection and enhancement.
 - Flood protection.
 - Climate change.

I understand that these emerging priorities build upon existing work of the Board and the findings of the well-being assessment. I want to emphasise that the purpose of setting objectives and steps is not to include all of your organisation's corporate priorities or to line up with existing partnerships and statutory duties. Instead, PSBs must use well-being assessments to consider where they can have a collective and powerful impact. As such, I would encourage you to critically appraise your existing themes and ensure that they are not just what you were doing anyway, but that you are challenging business as usual by using the five ways of working to maximise your contribution to the seven well-being goals.

In my feedback to your well-being assessment, I said that you need to consider the inter-relationships between issues and the differences experienced across and of particular relevance to Flintshire. This will help you in

drafting objectives and steps, thinking differently, being aspirational and repurposing resources. This will inevitably mean stopping some things. You need to demonstrate that you have explored how you contribute to all of the well-being goals, using their legal definitions. Doing this will give you a more holistic picture of the issue you are trying to resolve, clarify your roles as PSB member organisations and enable you to maximise the range of resources and opportunities you can draw on to help you find solutions.

As my team will have explained to you, I am interested in how you are using the Act as an enabler to work together differently. Therefore, I want to see spelt out in your well-being plan what is different about what you are doing now from before, and how you are working differently both as individual organisations and collectively, asking yourselves regularly 'what can we do together' to turn around some of the deep-rooted, perennial problems that have not been effectively addressed by how you currently operate.

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

I am emphasising to all PSBs that setting objectives and steps is not business as usual. In the past, we have drawn out themes and priorities and written plans that show what we are doing anyway. Achieving the ambitions of this Act is about the 'what' and the 'how' i.e. what are you doing to contribute to our shared vision of the seven national well-being goals? The goals acknowledge that sustainable development connects the environment in which we live, the economy in which we work, the society in which we enjoy and the cultures in which we share, to people and their quality of life, so what are you going to do differently together? And, how you are applying the sustainable development principle to shape your actions for Flintshire? How are you going to work differently together?

To adapt your ways of working in this way requires a fundamentally different approach. I have advised all PSBs to give themselves the time and space to question whether current approaches to public service delivery are fit for the future and explore key pressures and tensions in delivery for each of their objectives. Academi Wales' [Sustainable Futures Architecture](#) articulates succinctly how leadership behaviours need to change. You could use this framework to help explore your board's own behaviours and how you can develop.

Practically, I have advised that PSBs take a dedicated meeting or create sessions to discuss each of their draft objectives. One of my recommendations within the ['Well-being in Wales: Planning today for a better tomorrow'](#) report suggests that we need to move away from seeing PSBs as formal, local authority-led committee meeting. Instead, members need to build stronger relationships and have a better understanding of each other's motivations in order to challenge each other and honestly discuss tensions between their areas of delivery. In some areas, PSB meetings are now workshop sessions, taking place in each of the member organisation's workplaces or in a place relevant to the topic for discussion. The Chair, how and where meetings are held and the style of meeting can have an impact on shifting mindsets.

Maximising your contribution to the seven well-being goals requires you to be bold and brave in questioning current structures for decision-making and operational delivery. I am encouraged to hear that you are already having these conversations as a PSB about how you can work differently, however it is not clear how what you propose through your themes and briefings represents the step change that is needed in meeting the aspirations of the Act. I am therefore asking you to consider further what other new approaches you will take together in the steps you will take to meet your objectives and maximise contribution to the seven national well-being goals. For your well-being plan, I would like to understand how the five ways of working have shaped your approach, how you have considered the contribution you currently make (and could make) to each of the well-being goals, in relation to each draft objective and step you are setting. The questions below will hopefully help you in demonstrating this.

I would advise that you will need to demonstrate how your PSB has considered the following in relation to each of your objectives:

- **Long-term:** What do you understand about the long-term trends, opportunities, risks and likely scenarios for this issue? What are they and have you explored their impact on your steps? Are there current gaps in your data or understanding? What fore-sighting or future trends information do you need to understand this issue better? What capacity, confidence and expertise do you need to fill gaps in knowledge? You may want to consider developing future scenarios or using other future methods to help frame your objectives and steps around the future. These can be extremely powerful in starting a discussion about the opportunities, risks and mitigating actions we can take for the long term.

To inform the action you take, you will need to adequately map and consider the future trends for each of your objectives. My office is working with others to build capacity in this area and, as your support team are aware, Welsh Government have been adding to the 'Future Trends' report resources, which you should make most use of by accessing through Objective Connect or by contacting David Thomas. [The Oxford Martin 'Now for the long-term'](#) report shows global and national future trends that we all need to react to in carrying out sustainable development.

- **Prevention:** In considering this issue, do you have an understanding of what you are trying to prevent? What are the root causes of the issue and when and where would be the best point to intervene? Are you clear on whether it is primary prevention i.e. seeking to prevent something before it has even occurred; secondary prevention i.e. preventing something from getting worse; or tertiary prevention i.e. softening the impact of something that has ongoing effects; that is needed? This is the difference between encouraging someone to wear a bicycle helmet (primary prevention of head-injury); putting someone in the recovery position if they have fallen from their bike (secondary prevention of the injury worsening) and counselling after the accident (tertiary prevention to help ongoing injuries from worsening).

How are you using local evidence to understand the most effective preventative measures? This recent [NESTA and Alliance for Useful Evidence guide](#) is intended to help public bodies use research gathering

approaches effectively to inform their decision-making. Many PSBs haven't used their assessments to fully understand both the current situation and the scale and nature of the response required. I appreciate you might not know the full picture yet, but I want to see all PSBs exploring how they break cycles and dig deeper into data to see the implicit messages in the data to better understand the causes and effects of key issues and trends to inform your steps.

- **Collaboration:** I know you have a range of partners at the PSB, but it is important that the people who sit around the PSB table feel they can bring the best range of insights, constructive challenge, data and solutions. I would advise that you take the time to consider whether your organisational and partnership structures are fit for purpose. Have you got the right people around the table, at the right level to make decisions around an issue? Who else might you need to be collaborating with to better understand this? As recommended in my report on the well-being assessments, now is a timely opportunity to review the invited membership of the PSB and consider who are the 'unusual' suspects that you may need to work with to take steps to meet your objectives?

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

- **Integration:** For each objective, how are you going to move away from just doing something that meets the objective, and instead, demonstrate that you are taking steps which maximise your contribution to each of the goals and achieving multiple benefits? I am pleased to hear that in your discussions you have started to consider the interconnections between your emerging priorities to help inform your decisions about the most effective steps and would urge you to continue to do this deliberately and explicitly. Instead of looking at this issue in a traditional and general sense, have you looked at the definition for each of the goals to widen your understanding of well-being for this issue and the opportunities which might exist for meeting these goals through each of your objectives? How well do you understand the contribution your organisation makes at the moment to this objective? And do you understand how different is the contribution you will need to make going forward for this objective?

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

- **Involvement:** I expressed in my feedback to your well-being assessment that I wanted to see involvement going beyond usual consultation and that it would be important to involve people in a different way when well-being planning. I want to see PSBs keeping a focus on continuously involving people in the development of well-being objectives and beyond the publication of their plans. I will want to see in your well-being plan how you are taking steps to understand the lived experiences of people in your area and how is this shaping your actions. How are you actively seeking better ways of involving people in decision-making? How can you collaborate with members of the community in meeting these steps? As with the Social Care Wales Board, what options are there for involving people with lived experience on Boards and partnership groups?

I have a role in helping to recognise and mitigate barriers, but only you – as senior leaders, can make this change happen and create a PSB that actually achieves change. I am aware that the Act can be seen as another thing for organisations to comply with and the PSB as another meeting that you must attend, but your leadership and partnership working needs to permeate at every level of your organisations. Consistency in representation at PSB and how you take messages back from the Board to your own organisations is critical to building relationships and creating action. Communicating why the work of the PSB matters to your own senior management teams and using the well-being plan to challenge current practices within your own departments is crucial to creating culture change; challenge your managers to work differently and be 'safe to fail'.

In doing so, you will need to demonstrate how each of your organisations are taking all reasonable steps in the exercising of their functions to meet the PSB's objectives. I appreciate that during the first phases of implementation of the Act this may be challenging as the objectives of individual public bodies have already been set. So, whilst I am sympathetic to the needs of PSBs and public bodies to have time to work towards alignment, I will want to see that the work of the PSB is not seen as something separate to the priorities of its member bodies or to other partnership meetings and will be following this up later as we progress through the first phases of implementation.

It follows that co-ordinating this work needs to be recognised by all of you as members of the PSB. Are current structures fit for purpose? I am interested in how different PSBs are supported and it appears that when support is multi-agency, resourced and committed to by different partners, collaboration and integration across organisations, departments and structures becomes easier. I know that there are still some partners who are reluctant to collaborate at all levels across Wales, which is vital to achieving any sense of change. Some PSBs are already adopting closer working arrangements, a multi-agency virtual team with a senior leader or more formal secondments and co-location. There are several resources that may be of use, such as [Designing Multi-Agency Partnerships](#); [Leading Culture Change](#) and [Stepping up: a framework for public sector leadership on sustainability](#). This will require you, people in positions of leadership, to play your part and be brave in driving the changes needed.

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

This second section of my advice seeks to help you demonstrate through your well-being plan that you have used the five ways of working and seven well-being goals to shape your steps. This is based on the themes you have provided my team and is intended to give you ideas, information and contacts that might help to demonstrate how you have considered the steps you will take in the context of Flintshire. Consistently using the five ways of working to challenge your usual approach and seeking to maximise your contribution to the seven well-being goals in each of your objectives, will give you a new framework for planning and delivery which challenges you and your organisations to do things differently.

Priority 1 - Community Safety:

For each of your objectives and steps, you will need to demonstrate that you have considered the relevance of this for Flintshire and across different communities – outside of the current delivery of public services. How can you work together, using the seven well-being goals as a frame, to understand how services can be delivered differently? Your well-being assessment looks at crime on an area basis, and you will need to understand how this differs across Flintshire in order to properly assess the action you need to take. You may need to collaborate with partners to share information and data on what sorts of issues are pertinent in certain areas. Are the causes of this properly understood? Involving the people who live there could help you to gain a clearer picture of why there are problems, but also provide you with insight into the assets of that community and provide you with solutions.

Tackling crime and particularly the root cause is clearly complex, but the five ways of working in the Act provide a blueprint for looking at problems and can provide a focus for you, as a PSB. You will need to consider how you can take a preventative approach across your organisations – which organisation is best placed to intervene at an earlier point in the cycle of crime and indeed beforehand to prevent the issues occurring? As public services, we often deal with the symptoms of adversity; crime, substance misuse, housing issues, domestic violence, anti-social behaviour rather than the root causes. Getting better at prevention by integrating services, listening to where people need support or have concerns, and preventing issues from escalating will be crucial. Making changes to your services will also link to your themes on well-being and on safe communities.

[Public Health Wales' work on adverse childhood experiences \(ACEs\)](#) demonstrates the impact experiences in childhood can have on our life course, creating a cycle of poor outcomes. [Late intervention services for young people are estimated to cost England and Wales £17bn per year](#) (£6bn on child protection and safeguarding, £5.2bn on crime and anti-social behaviour, £3.7bn on youth economic inactivity, £680m on school absence and exclusion, £610m on child injuries and mental health problems, and £450m on youth substance misuse). Indeed, the exploratory work you have done found that [30 families in Flintshire were costing your organisations over £3 million](#). Your suggested workstreams for this priority area are reactive e.g. increasing confidence in reporting, combating substance misuse, which are needed but I would urge you to look at this further from a preventative

perspective. I want to see that your organisations recognise it is part of all of their responsibilities to prevent poor outcomes, rather than just the Council or North Wales Police.

The approach we currently take to delivering public services often means we fail to join up the dots, to integrate and to spot signs of a worsening situation. We deal with people in neat 'service-user' categories, such as 'domestic abuse victim', 'anti-social behaviour perpetrator', 'substance misuser', 'problem tenant' and therefore fail to create an integrated, preventative and holistic response to problems. The work you have been doing around setting up an early intervention hub in Flintshire is a very positive step to breaking down some of these siloes and seeking to work with families in a more preventative way. This sort of collaborative working should be reflected in your well-being planning as a PSB.

Your work to introduce an early intervention hub shows how, unfortunately, cycles continue to the next generation. Taking a preventative approach to this means collaborating at every stage of the life course. For example, the Public Health Wales' [First 1000 days](#) work shows how investing in a child's life from the very beginning can have benefits to all areas of their well-being. How might local services have to change if you redirect investment? What does this mean in the context of communities in Flintshire? Changing the circumstances of children and young people growing up with ACEs then demands a focus on the whole system. Not only is it important for people and those who work with them aware of the signs of ACEs and able to adopt a trauma informed approach, but making sure that those services which currently respond to families where ACEs are a factor are fit for purpose in preventing ongoing adverse experiences in that family. I am pleased to see that you have recognised key aspects of ACEs (substance misuse and domestic abuse) and I would encourage you to also consider how the lens of preventing ACEs can also be applied to you theme of reducing reoffending (parental incarceration is identified as an ACE) and how you can also identify and act on the link between ACEs and mental health. Tackling these issues will not only be good for families and individual life chances in the long term but also in improving the actual and perceived levels of crime and antisocial behaviour in communities. You may be aware of the pilot work that has been undertaken in the Bridgend area on tackling ACEs and the recent successful award for Wales wide funding for work around ACEs from the Police Innovation Fund may be useful to you in learning from and sharing good practice and in trialling new approaches in tackling ACEs. Further information can be found [here](#).

I do however want to see how you intend to address services as a whole. Applying the five ways of working to this issue would mean that services for families in criminal justice, housing, social services, early years, substance misuse, domestic abuse and others would be integrated and effective in being preventative of a worsening situation; as well as informed by peoples lived experiences and an understanding of what works for them and what doesn't. In helping people to feel safe, I would like to understand how you intend to move forward in commissioning, reviewing and reforming these services as well as your substance misuse and mental health services so that they are best placed to prevent and respond to ACEs. Alyson Francis, Director of the ACE Support Hub, has recently worked with my office to write to you, outlining that ACEs are not another thing to do, but an opportunity to reconsider how we deliver services together that make sense for the families receiving them. The

ACE Support Hub could also act as a central place for PSBs to share practice. Alyson Francis and I are also on the panel of the [Good Practice Exchange Wales webinar on understanding ACEs](#) on the 7th November.

The advantage of working as a PSB means you are able to look at a problem from a number of perspectives and collaborate with different partners to find quite simple solutions, often by redesigning services together and with the people who receive them. The work of [Professor John Shepherd around the night time economy](#) in Cardiff involved looking at the problem of alcohol related violence from a number of perspectives and introduced measures that reduced crime. We are so often dealing with the crisis issue that impacts on our service, we forget to look around us and recognise that there should be another preventative way to look at the problem. Information sharing and evidence based work is hugely important in preventing criminal and extremist behaviour which, of course, relies on community knowledge, trust and confidence. [Nesta and the Alliance for Useful Evidence have published 'Using Research Evidence'](#) as a guide to public bodies to encourage a confidence in taking new approaches. short, sharp interventions by empowered individuals.

People's perception of safety is often different to the reality of criminal behaviours in their communities. Therefore, seeking to maximise your contribution to the seven well-being goals may help you to look at different means of bringing communities together and increasing cohesion. As leaders of local agencies, you have a key role to play in promoting and supporting community cohesiveness. The potential for your role in this area goes beyond building community capacity through facilitating networking and coordination and providing training for community groups and employees. These aspects of community support can only go so far in addressing the problems that people and communities face. How are you tackling some of the systemic barriers that stop people, communities and employees from using their training or knowledge or prevent them from accessing services that can help? Have you considered how you could reform current services so they could deliver a preventative approach- stopping problems such as ACEs before they happen- through commissioning these services differently? The research documented in ['What Works in Community Cohesion'](#) provides a useful reference for PSBs on the different dimensions of community cohesion. Might working with communities provide new solutions to helping people to feel safe?

I have encouraged all PSBs to share ideas and learning with colleagues across Wales and there are several other PSBs looking at similar objectives and priorities to this one, including Caerphilly, Cardiff and Bridgend.

Priority 2 - Well-being and Independent Living:

Well-being is not just about our health, but our social lives, our feelings of belonging, our built and natural surroundings, our income and community life – all of which are wider determinants of health. In taking steps to meet this objective, I would advise you to look at the assets of Flintshire – in the state of the natural environment, the community spirit and the heritage of the area. People don't often improve their health because they are told to do so by public services, but because they realise themselves the value of their own lives and the importance of staying healthy for longer. Only by continuously involving people to understand what matters to them can you

begin to affect behaviour change. You have a role in considering what opportunities people might need to improve their own health, the services people need to recover well from ill-health and in creating the right built environments to maximise people's health and well-being.

This priority links to several of your other priorities and I want to reiterate that in critically assessing how integrated your services are, exploring the tensions between policies and delivery, and listening to those who receive your services, you are likely to find better solutions to meeting the challenges of an ageing population and health inequality. The five ways of working are intended to provide you with a frame to consider such issues together. In terms of an ageing population and health inequalities, ask yourselves if current provision is appropriate to manage this growing issue? In what areas might provision need more collective action? Currently, social services and health are barely dealing with the current demand and, unfortunately, many are looking at traditional models of resourcing 'crisis' intervention to deal with this. This is where the five ways of working should be challenging your thinking – the work that you have done in introducing Dementia friendly communities and in considering ways in which you can protect and enhance leisure services are good examples of integrated thinking and I would like to see you build on this.

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

Through your well-being assessment, you looked at the long-term trends of a growing older population and have identified that demand for health and social care is likely to increase and that capacity or provide this will be a challenge. Seeking to dig deeper into the data and understand these trends more is important as organisations consider their course of action to think now for the long-term. I can see you have identified that the Social Services and Well-being Act provides a legislative opportunity here, so I would like to see a demonstrated influence by the PSB to the regional Social Services and Well-being Partnership Board to ensure they are taking steps to meet your objectives.

As well as considering pressure on services, I would advise you recognise how much of an asset the older population are in terms of caring, volunteering and contributing to the economy. The work of the [Older People's Commissioner](#) is particularly helpful in exploring the steps you could take to meet this objective and includes her recent guidance to PSBs. This [report by the Young Foundation](#) provides inspiration on 'Innovating better ways of

living late in life', challenging the traditional siloes we are working in. Creating flexible and age friendly communities and environments can prevent people from needing social care, from becoming isolated, from suffering ill-health or having an accident at home. Research [by Ageing Well Wales](#) has shown this and suggests that loneliness in people is both about how connected people are to their communities physically and about feeling purposeful in society. In our sharing economy, could there be other online technical solutions to preventing social isolation, around car-pooling or community transport connected to social media? The '[Hypervillage](#)' concept developed by FutureScape imagines villages connected by their assets, [encouraging people in rural communities to capitalise on technology](#). How have you thought about the long-term possibilities of employing technological solutions for this issue? How can older people become more connected to social opportunities and volunteering? Are volunteers currently involved in the work of the PSB to help you consider how they can help you to meet your objectives? [Solva Community Council](#) in Pembrokeshire are an interesting example of how volunteers and older residents have benefited from a scheme to reduce isolation and improve well-being. I know that you are one of few local authorities who have retained your housing stock and are building Council homes and this could present an opportunity to for you to think and plan innovatively for meeting the needs of the ageing population.

Continuing to learn through life has been proven to have benefits for people's mental and physical well-being, as well as social well-being. There is a real opportunity here for you to consider how you maximise your contribution to the well-being goals. How can you encourage activities that promote art, culture, learning the Welsh language, caring for natural habitats, creating community food growing initiatives, for instance, that help with people's well-being? Looking to the long term, how can these activities prevent some of the preventable ill-health people are suffering that compromises their independence? Collaborating with the national public bodies subject to the Act, such as the Arts Council, Sport Wales and Museum of Wales, could be of help here; please let my team know if you would like to connect with relevant individuals in these organisations. There are many good examples of projects that seek to bring people together to learn new skills, socialise and build their resilience in later life, like [Men's Sheds Cymru](#), happening across Wales that the PSB could encourage and support.

Linked to your other priorities and building on the work you have done on Dementia friendly communities, Wales has an opportunity to develop housing that better meets demographic change, adopting technology to allow people to live independently for longer. Programmes like the [World Health Organisation's Age Friendly Cities](#) initiative have encouraged and recognised those cities that have made themselves more age-friendly adapting buildings, transport and planning rules, which enable older people to stay healthy and connected to things that matter to them for longer; [Laguna woods](#), the first city exclusively for older people in the US and the Marjala suburbs in Finland are examples of design suited to multiple abilities. As well as responsibilities around planning and designing infrastructure, there are numerous innovative global projects encouraging co-housing, supported housing and home shares. [Students are living rent free in nursing homes](#) in exchange for socialising and providing basic care to the older residents; Australia and New Zealand have introduced '[HomeShare](#)' schemes, and, as part of their national government's demography strategy, [Germany](#) has introduced intergenerational housing for older

people and young families in need. In Singapore, young people are given a \$50,000 grant if they move within 1km of their aged grandparents. These are all innovations that are proving to have an impact.

I am encouraged that you are seeking to understand what impact your own organisations can have on this priority through, for example, encouraging the workforce to maintain their well-being. The seven areas of change in the Act are a starting point for the impact you can have. They are corporate planning, financial planning, workforce planning, procurement, assets, performance management and risk, which are the core organisational activities where applying the five ways of working would ensure the sustainable development principle frames how you work. You should see these as a blueprint of the quick-wins for PSBs. As public services, you employ a significant chunk of the population of Flintshire and many of your workers will have families living in the area also. I would also advise you to appreciate the influence you can have over other organisations too.

There are many different ways of taking steps to improve employee well-being and examples across the world of innovative approaches. Linked to your priority on economy and skills, it not only makes financial sense (the conservative cost of work-related ill health in Wales is £500m per year) but improves well-being for the residents of Flintshire. The [Sunday Times compile an annual list of the 100 best companies](#) to work for; with the ability to filter by which ones are top for 'well-being' and countries such as [Sweden](#) have been ahead of Britain in how they ensure their staff are well and working to their best abilities. Closer to home, the collaboration between Welsh Government, Public Health Wales and Cardiff University, '[Healthy Working Wales](#)', is full of resources and guides to helping you collaborate in creating a well workforce. Public Health Wales have established a national '[Health and Sustainability Hub](#)' to co-ordinate their own work around the Act and, through your PSB representative, you might find it useful to link with the national team for further evidence and knowledge.

Other PSBs looking at similar objectives include Neath Port Talbot; Cardiff; Conwy / Denbighshire; Monmouthshire and Powys.

Priority 3 - Community Resilience:

When you set objectives and steps as a PSB from your draft priorities, you will need to demonstrate how you have considered maximising your contribution to the seven well-being goals. This means using the definitions of the goals (rather than just the titles) to explore what you can do differently together for Flintshire. For example, in seeking to draft objectives and steps to meet this priority, how are you thinking about working together to create attractive, viable, safe and well-connected communities? You have stated this priority is about resilience – within the seven well-being goals, this legal definition applies to “a nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and capacity to adapt to change (for example climate change).” All PSBs will need to demonstrate their objectives are seeking to maximise their contribution to the seven definitions of the goals. I advise that the seven well-being goals are used as a frame to shape thinking around this priority, which will have multiple benefits on your other priority areas, which I have advised further on below.

I am interested that you are seeking to inspire social well-being on a place basis and prevent the legacy of public service work in communities from dying out. In my response to your well-being assessment, I said I would like to see you progressing a more qualitative picture of assets and challenges in different communities across Flintshire. In seeking to meet this priority, understanding the differences between communities and how this impacts on well-being is central to the PSB succeeding. I want to see all PSBs developing a deeper understanding of how they can channel community spirit into positive action; and this is best learnt from the lived experiences of people who live there. If you are serious about this priority, you will need to involve your staff and repurpose resources so that they are getting out and about to speak to people. This is not about loading responsibility on to communities but involving them and collaborating with them. Delivering projects together will build trust between communities and your services, and lead to more positive results.

Listening to the lived experiences of people could give you an important insight into how different communities are functioning and where your services would be most helpful. Public services often signpost people to other services and often, that person is forgotten about when they leave our desk. Integrating your services far better, improving information sharing and really listening to the assets of that person can mean a more preventative, timely and effective response – helping people to help themselves. This example ['Why poor people don't plan long-term'](#) provides an insight into the barriers people face in overcoming inequality and the case studies [contained in this report by Locality](#) demonstrate the financial and social costs of not taking this holistic and preventative approach to people's lives. I would advise each of your organisations to commit to the National Participation Standards and work with [Participation Cymru](#), who can support your officers in gaining the skills vital for effective and meaningful involvement. [Co-production Network Wales](#) could help you consider time banking schemes, provide examples of good coproduction and help you to identify and engage community leaders.

As I'm sure you've recognised, involving people to create more attractive and viable communities leads to improvements in their health, often improvement in green space (and therefore has a positive impact on biodiversity and the environment) and creates more cohesion in areas. Feeling a sense of community and belonging is crucial to good well-being. I would challenge you to make these connections explicit in setting draft objectives and steps. Who else might you need to collaborate with to explore different ways of taking action? Who do you need to involve and collaborate with to gain an understanding of these connections? I advise that you involve and collaborate with 'unusual suspects' in understanding the value of this on other aspects of well-being – this means shifting away from only involving people with a direct interest in an issue but being willing to seek out people and organisations who can challenge thinking by coming at a problem with expertise in a different area. Collaborating with different people and using the definition of the seven well-being goals as a guide can give you steps you could take to meet this objective that contribute to a more equal Flintshire as well. Involve children and young people through schools; draw on the knowledge of businesses and the economic sector; consider the role the Community Councils and the third sector play in connecting people too. Your Town and Community Council areas were used to define community areas for your well-being assessment. What role can they play in realising this priority with the PSB? How are the registered social landlords involved in the work

of the PSB? What role can the voluntary and community organisations take here? [WCVA produced wider information](#) on how the third sector play a role in contributing to the Act including resources on the seven well-being goals, which may be useful in this respect.

In improving their health and getting moving, most people will only get involved in something if it's fun and of benefit to them, so how can you use the assets of the area like sport, heritage, language, the outdoors and culture to enable people to participate? There is a real opportunity to consider how you can maximise your contribution to the seven well-being goals. How can community gardening, food growing and even bee-keeping have a positive effect on your natural environment, help Flintshire to be more globally responsible and enable people to eat healthily? Bringing people together with their different cultures, cooking, art and performance creates cohesion and a sense of belonging - linked to your first objective. How might people take part in cultural activities to help feel involved and potentially improve their health?

The Welsh Language Commissioner is working with my team to understand the best way for supporting PSBs to increase the number of Welsh speakers, as in '[Cymraeg 2050](#)', through community use of the language. Similarly, the [Arts Council for Wales' strategy](#) outlines some of the benefits involvement in creative activity can have on the health, cohesion and skills of the population. The [Cultural Commissioning Programme, funded by Arts Council England](#) seeks to help commissioners of public services understand how they can improve outcomes by integrating arts and cultural activities into a range of services, including mental health and wellbeing, older people and place-based commissioning. Only by giving people a hook can you seek to grow volunteering, help people celebrate the community connections of their area and create wider benefits on health. Again, collaborating with the national public bodies subject to the Act will be able to help you see how your steps to meet this objective could maximise contribution to each of the goals.

In encouraging volunteering, people are not only creating community cohesion (linked to your first draft priority), maintaining their well-being and independence (linked to your second draft priority), improving their skills and potentially improving their environment, but also making an invaluable contribution to the culture, resilience and cohesion of communities. As your assessment suggests, volunteers tend to be those past working age – linked to your earlier objective on maintain well-being and independence. Your well-being plan offers a real opportunity to connect the act of volunteering with coherent outcomes for individuals and communities. Most people will only get involved in something that directly impacts them, their family or the place where they spend time and, often, this can lead to much bigger outcomes - shown by the work that '[Nurture Development' do around Asset Based Community Development](#)'. There are examples of community enterprises, social enterprises, community energy schemes and asset transfers as a result of people coming together around a common cause and this provides you with an opportunity to use the five ways of working in Flintshire and maximise your contribution to each of the goals.

As you have identified, how your organisations consider the five ways of working in terms of their public estate can challenge business as usual. Opening up land and buildings to the community could be a way of encouraging

community ownership, bringing people together in areas where they don't have a community facility and allow for better use of the natural environment. I'm aware that there are a growing number of examples of this in Flintshire and, across the UK, austerity has meant that buildings, land and services have been transferred to community ownership. In many cases, it has increased well-being for the people involved and given them a new purpose or skill. The [Welsh Government National Assets Working Group](#) captured some Welsh examples, but there are many national organisations promoting better use of publicly owned land and assets, such as [Shared Assets](#), [Nurture Development](#) and [Locality](#), with the aim of encouraging communities to thrive.

How are you thinking about the long term trends for how people get involved in something? Increasingly so communities exist outside of the physical space in a virtual one; and Atos have now published a [Digital Vision for Wales](#). Digitalisation means the world is now a different place and this is only set to continue over the long term. This recent report on [Digital Childhoods](#) from Barnados shows the pace at which technology is moving and the way children now consume information, although [the Carnegie Trust](#) warn against assuming that all young people are digitally literate or have access to digital infrastructure. What changes might you have to make to your organisational systems and policies to enable people to get more involved in communities and shape local services? How can you use technology to gather community intelligence and involve people? I see most public services in Wales stuck in the early 2000s in the way they call residents to a community hall for 'engagement' rather than harnessing the power of technology in a positive way. Currently, research shows that children aged between five and 16 years spend an average of six and a half hours a day in front of a screen; [28% of young people use social media](#) as their primary news source; and [43% of 'millennials' are driven to make financial donations through social channels](#). There is a real opportunity to engage with people in way that is most convenient to them and is part of their daily life, not an additional chore. "[Monmouthshire Made Open](#)" is an example of an online platform that has anticipated how people might contribute to improving their area in the future, with opportunities to share ideas, ask the community, start a project and seek volunteers or resources.

It is encouraging to see you have started to consider how you can enable communities themselves to take ownership of their own assets through introducing schemes like social prescribing. There are many models of social prescribing and alternative models of health, but evidence is suggesting how taking a different approach to health can have multiple benefits. This [study, on social prescribing in Bristol](#), gives some insight into the improvements in mental and general physical health. The recent BBC documentary, '[The doctor who gave up drugs](#)', showed several examples of how alternative approaches to prescribing pills can have a more holistic, long-lasting positive impact on someone's life – with people getting physically fitter and healthier mentally without the reliance on prescriptions. As we know, providing information people to change their habits often doesn't work, with behaviour change often needing incentives. Change often 'sticks' when people are involved in wider social and cultural activities together; for example, the [Nudjed 'Behaviour Change is a Team Sport'](#) report found getting people together increased exercise patterns. Their work has included successfully working with young mums in the Valleys to get them involved in more physical activity. I would encourage the PSB to use the five ways of working to challenge the re-purposing of resources and support other such initiatives. In considering this, there are opportunities to collaborate with other organisations like the National Trust and Wildlife Trusts to develop a region-wide approach. The [Natural Resources Wales' 'Actif Woods'](#) project has begun in Flintshire and is an

example of getting people outside, protecting their environment and enjoying the positive effects on health and well-being.

I have noted in my response to your well-being assessment that there is excellent interpretation of certain issues, including mental health. Your assessment flagged the multiple points in which people can experience mental ill-health, explored the impact of maternal mental illness on the health of babies and children, and the connections between mental illness and substance misuse. I am looking for this kind of interpretation in how you collaborate to prevent these issues from occurring or worsening. Approximately 50% of people with enduring mental health problems display symptoms by the time they are 14 years old, and many at a much younger age. If the symptoms are there at such an early age – what can be done to prevent the problems at later life? If we know that on average, the NHS spend over £21 million on the prescription of anti-depressants, how can we act earlier? [Cardiff have trialled mental health lessons for children](#) and a new report from Respublica and Barnado's, '[Making young minds matter](#)', highlights early interventions (such as in-school counselling in Wales) that can have a positive impact on mental health. How can the PSB charge the Social Services and Well-being Regional Board in taking steps to meet these objectives? I would also advise you involve children and young people in understanding any issues with accessing the right care and support, designing different services and evaluating the effects of this approach. This issue is also clearly linked to drug and alcohol abuse, domestic abuse and your priority on safer communities. I would therefore advise you to consider these issues as part of the same picture and make these connections clear in your objectives and steps.

There are several PSBs seeking to set similar objectives including the Vale of Glamorgan, Caerphilly, Pembrokeshire, Cwm Taf and Bridgend.

Priority 4 - Economy and Skills:

You have recently supplied my team with draft actions for this priority, including assisting the development of employment and housing sites; reviewing land asset strategies to support the release of land for such sites; support the case for investment in local transport services like the North East Wales Metro; reviewing your own transport policies to encourage employees to use public transport; reviewing your own procurement policies to secure community benefits for local and sub-regional suppliers of goods and services; protecting and developing your own apprenticeship programmes as employers and working with the Careers Service, schools, further and higher education, and employers to give young people the widest range of career options to help meet the needs of employers for recruitment.

It is encouraging to see you consider how your own organisations can have an impact on this priority. As with all of your priorities, I would like to see a demonstrated consideration of the five ways of working shaping your thinking on the actions you will take. Your well-being assessment identifies the complexity of economic growth and challenges faced in different parts of the county. Here, you should consider how your priorities interconnect – how economic status impacts on life expectancy and health, the importance of the physical and natural

environment on our health and ability to work, and how providing people with skills for the future could provide solutions to the identified stretched care sector. Linked to your other priorities, transport and energy are two of the biggest things we can influence to effect climate change. You have a responsibility around transport, planning and infrastructure and you must now consider this from the perspective of the seven well-being goals and give ways of working framing your thinking. How can you plan, design and locate future developments (as part of your Local Development Plan) in a way that contributes to a more globally responsible Wales and a resilient Wales? How can you seek to create communities that promote equality, have a vibrant culture and thriving Welsh language at their core and are safe, cohesive well-connected and viable?

It is positive to hear that your regional work on economic development is gaining momentum with the North Wales Growth Deal Bid. I have advised other PSBs in North Wales to collaborate regionally with the North Wales Economic Ambition Board. In general, I will be looking at how organisations are working towards their individual well-being objectives and aligning these with regional collaboration. How can the PSB influence others to working with them to meet their objectives and steps? This requires mature partnership relationships, collaboration and sharing of aspirations together across the region. As I have said publicly about other large economic projects, the Well-being of Future Generations Act should be a way of shaping together how your actions are planned and agreed – rather than a piece of legislation that you assess your (already decided) actions against. As Flintshire County Council are leading work related to the Ambition Board, your PSB plays a central role in steering these opportunities and benefitting from the investment. I would advise that, as people in positions of leadership, you need to influence the current negotiations with the economic, environmental, social and cultural well-being of people across the region in mind. Increasing GDP has little impact on reducing inequalities and interpreting the value of the bid as purely economic would be misplaced. Yes, this is a positive economic opportunity but how can we balance our responsibilities to develop a region that is sustainable and puts people at the centre. Similarly, my [letter to those involved in the City Deal in Cardiff \(December 2016\)](#) hopefully provides you with some advice on the matter and [I also recently commented](#) in response to Dr Mark Lang and Professor Terry Marsden's recent report ["Re-thinking Growth: Toward the Well-being Economy."](#)

I am encouraged to see that you are thinking about your own roles in improving well-being for Flintshire. As I have already advised, the guidance to the Act sets out seven areas of change: corporate planning, financial planning, workforce planning, procurement, assets, performance management and risk, which are the core organisational activities where applying the five ways of working would ensure the sustainable development principle frames how you work. As part of your Local Development Plan, through the Active Travel Act and in the work you are involved in regionally, you have a role in planning, housing and transportation, creating places that are adaptable and able to change for at least the next two generations. The integrated transport system for North East Wales provides an exciting opportunity to think holistically about how people will need to travel around the region, and what amenities they might be seeking in close proximity to stations and transport hubs.

With regards to transport, your assessment has highlighted that you wanted to understand better the impact of transport on air quality and identifies that there is 'significant potential for public sector bodies to help reduce

transport emissions through local authority funded transport systems and infrastructure, and travel planning which can be undertaken by all public sector organisations' (p91). You may have seen my [earlier](#) and [recent](#) interventions on the plans for a M4 relief road, which amongst other reasons for the challenge, I do not feel that the proposed scheme has fully taken into account the ability of future generations to meet their own needs. This includes not taking into account the emerging future trends in transport, such as rapid increase in rail travelers, the predicted emergence of driverless vehicles which could reduce congestion, and the change in working patterns which has already seen fewer people needing to commute to work every day. Fewer younger people are also learning to drive, which demands we look at transportation in a different way. How can we instead look [for the opportunities that self-driving vehicles](#) can bring to our communities and to our economy? Likewise, [cleaner vehicles will become more widespread](#) over coming years; this article describes the rise in startup businesses focusing on electric, hydrogen vehicles and different road materials. How can you take steps to meet several of your priorities? A shift to low carbon infrastructure would also help you to protect your environment.

As with your ideas for taking steps to meet this priority around encouraging employees to change their behaviour, encouraging people to use their vehicles less frequently, heat their homes more efficiently and use less materials are possible for the PSB to influence. The [WWF environmental footprint calculator](#) serves a sharp reminder to us all of our potential to impact change and [NESTA has a guide](#) to working with communities to tackle climate change, including the 'Big Green Challenge', where participants changed their lifestyles to reduce their carbon footprint. What can you do to encourage this behaviour change? Some other PSBs are considering installing electric charging points for vehicles across the county; introducing electric pool cars for staff and incentivising active or public transport travel.

[Local Authorities have a duty to promote active travel](#), how can you seek to build and improve the infrastructure for working and cycling? The city of [Freiburg](#) is often held up as an example of urban development that has public and active transport integrated into the heart of its design. Besides prioritizing active transport and sustainable, affordable, reliable public transport, a traffic avoidance strategy means it is a city of short distances, where people's needs are met within short distances. An example of rural and less populated areas can be found in the Netherlands, where demand responsive transport schemes mean a commercial shared taxi service are provided at 111 train stations – it is financially supported by Dutch Railways.

As I have mentioned above, it will be critical that the steps you take are integrated across the other priorities and objectives. The environment is an asset for your local economy and sustainable tourism should be encouraged. [Essen in Germany](#) is similar to Flintshire, in that it was built on industry, which had a detrimental impact on the environment. Now that the authorities have made a concentrated effort to restore the water ways and create green spaces in the city, the EU have named it 'European Green Capital 2017' and this is bringing tourism, new residents and new businesses in droves. How can you involve communities in finding active travel routes; creating small and local business opportunities? Encouraging a focus around the culture and language of the area can also help you maximise your contribution to all of the goals. How can your policies also champion equality in business and seek to grow the Welsh language in the area? Alun Davies AM [announced funding for growing bilingual small businesses](#) recently to increase visibility of Welsh in our communities. In seeking to enable entrepreneurship and

growth, how about introducing initiatives that stipulate people set up sustainable enterprises that maximise their contribution to the seven goals?

Although there are regional, national and global factors that influence economic well-being and no easy solutions, there are steps you could take as a PSB to encourage economic growth and regeneration. You must consider what role you can play as leaders of the public and voluntary sector and you should appreciate the influence you can have other partnership arrangements and organisations in Wales. To take steps towards maximising your contribution to the seven well-being goals and improving economic well-being, you will need to be brave in pooling resources, changing policies and taking risks by trying different approaches. You will need to communicate these changes within each of your organisations. You will need to be clear about how you have reflected on the full definitions of each of the well-being goals, including the goal for a prosperous Wales. To do this, you need to dig deeper into the data and do more analysis about what this means for Flintshire as you move forward to delivering your plan - where there is scope for innovation; low-carbon economy; and the potential for decent jobs.

For example, how can your procurement procedures help to meet the seven national well-being goals? How can your organisational policies seek to help sustainable local businesses? In contributing to cutting your emissions, how can supporting local business help to reduce transportation of goods and look at wider sustainable development, not just economic value? Welsh public services spend £6bn a year on goods and services – surely this is an opportunity to look at how we do things differently? [Forum for the Future](#) have published reports on this and my office are working with [Value Wales](#) to pilot sustainable procurement in the context of the Act. [The Closing the Circle](#) report on the circular economy and the Welsh Environment by Constructing Excellence in Wales demonstrates a potential economic opportunity of an additional £1 billion per annum by 2035 through the practical application of circular economy principles and give practical examples in where the public sector can look to minimise waste and resources in future projects. This is an increase of 12.5 per cent in the turnover of the Welsh built environment sector and generates 7,300 jobs (gross).

How have you thought about the long term economic opportunities of Flintshire? Jobs that exist now were unheard of when I left school and it will be the same for our children. The [Future of Work report](#) predicts that 65 percent of the children who are now starting school will find themselves working jobs as adults that don't exist yet. How can you act for the long term now and seek to instil skills in young people that are fit for the future? What life skills might your children need to make it in the future? The [Future of Work report](#) and the newly published [Nesta Future of Skills: Employment in 2030](#) report also suggests project-based work is likely to become more widespread, with skills like creativity, connectivity, communication and problem-solving being far more important than specific knowledge. The [Prince's Trust recent Results for Life report](#) has found that young people realise that team work, communication and confidence are as valuable as good grades to employers when entering the workplace. How are you planning to involve people from across Flintshire to seek their advice on creating opportunities? How can your organisations offer apprenticeships for all ages to learn these skills?

According to [McKinsey](#), technology could automate 45 percent of the tasks people are currently paid to do. This is both an opportunity and a potential risk, as [this article suggests](#) we have a responsibility in recognising this and thinking about advantages. Manufacturing is a strong sector in Flintshire, how have you considered the impact of roles being replaced by automation? What action can you take now, as public service providers, to encourage learning and jobs in the foundational economy, around local care, retail and food industries, which are jobs less likely to be automated in future and good for the local economy? A [recent report by the Joseph Rowntree Foundation](#) highlights the value of the social economy in creating jobs, strengthening skills and employability. How have you considered these long-term trends in setting your steps and enabling people to adapt their skills for future earning?

I am encouraged that you have a new [regional skills and employment plan for North Wales](#) and a Regional Skills Partnership. It is promising to hear that this collaboration is growing and that you have considered the demand key sectors for now and in the future. It will be important to integrate this work with your other priorities and the work of the PSB. As I said earlier, this is about more than gaining economic value. I see that you have involved a wide range of partners in this and that your PSB includes Further Education and Higher Education representatives. You may wish to consider who else you need to collaborate with to develop your draft objectives, like schools, businesses, and social enterprises. What social responsibilities have the private sector adopted in the area? How are businesses coming together to drive positive, long term change and does the PSB have any influence over this? What opportunities can be offered to budding community enterprises through the PSB collaborating with the private sector and education providers? What research has been undertaken about the local economy? How might you encourage local businesses to use their social responsibilities and enable better learning for younger and older people?

Several other PSBs are drafting similar objectives and steps include Powys; Cardiff; Ceredigion; Pembrokeshire; Monmouthshire and Caerphilly.

Priority 5 - Environment:

I have already advised you on many of the aspects of this priority, illustrating the interconnectedness between what you have sent my team. The environment underpins our well-being; and therefore, has an impact on our well-being, our surroundings and our safety, our resilience, our economy and our culture. As PSB, you should seek to explore the tangible actions you can take in relation to this priority and seek to integrate across your other priorities too. For example, although the public sector only accounts for a relatively small amount of Wales' emissions, you are uniquely placed to influence emissions far more widely in areas such as transport, energy, land use and procurement. I am encouraged that you are considering reducing your ecological footprint. Linked to your priority on well-being, air pollution from traffic, industry and urbanisation can cause cancer, respiratory diseases, damage to organs and reduce life expectancy. [The Welsh Government recently published](#) carbon emission levels subdivided by Local Authority and has released a [Call for Evidence](#) to explore how the public sector can contribute to a less polluted Wales, setting the target of a carbon neutral public sector by 2030. You

will have been invited to an event on the 9th November to: explore how the public services in Wales can involve people in collaborating and integrating their work, to take greater account of the long-term carbon implications of their activities, and help prevent the effects of climate change becoming even worse.

We have clear commitments to meet in terms of carbon reduction, the UK has pledged to have zero emissions by 2050 and every Welsh Government has pledged for more green jobs. But despite Wales being a place of great potential in providing natural energy, only 10% of Wales' electricity in 2013 was provided through renewable energy. Last year, the National Assembly for Wales Environment and Sustainability Committee produced '[A Smarter Energy Future for Wales](#)', with 19 recommendations for how Wales could transform its approach to energy. More recently, Smart Energy GB have produced a report on '[A Smart Energy Future for Rural Areas](#)', giving examples and case studies of rural areas across the UK who are making that transition. [The Policy Forum for Wales](#) keynote seminar takes place on the 7th December this year, with a focus on priorities for energy policy, growing the sector in Wales and increasing investment in renewables.

As a PSB, you should explore how you improve infrastructure, locate public spaces and refurbish your own buildings in a way that maximises your contribution to the seven well-being goals. Think about the seven corporate functions outlined in the Act above and what you can do to effect change in each; for example, you have a large amount of public estate. The [Wildlife Trust in Wales report into green infrastructure](#) outlines how green infrastructure delivers a wide range of proven, tangible, and cost-effective economic, social and environmental benefits. The [Design Commission for Wales](#) also has case studies and resources on design that focuses on users, maximises energy efficiency and has been shown to significantly improve patient recovery in health. In each of these areas my office can connect you to these people and organisations who may be able to assist you as you develop your work. Linked to your priority on the economy, how can planning infrastructure promote wider benefits, such as '[solar roads](#)' [generating renewable electricity](#) or roads made from [recycled plastic](#), such as those being trialed in Rotterdam? How can this be linked to creating green, connected community spaces – in line with your other priorities? The [Shape My Town](#) tool from the Design Commission for Wales is an interactive resource for community place-making that prompts you to think through some of these possibilities.

You have identified in your well-being assessment how important agriculture is for your local economy and considered the long term risks to the sector through loss of jobs and climate change. How is the farming industry involved in understanding these risks? With agriculture, forestry and fishing making up over 7% of the workforce, these are areas at risk from our changing climate. Similarly, Flintshire (and North Wales as a region) enjoys good tourism, linked to your economic aspirations, and around 16% of people are employed in related jobs. These are industries at particular risk of extreme weather events and [Zero Carbon Britain's recent 'Making it Happen'](#) report sets out what responsibilities we all have to future generations to act on climate change now.

In the future, the effects of climate change are likely to cause droughts in the summer, meaning a shortage of water, declining bio-diversity and a knock-on effect for agriculture across Wales. We all rely on our environment for income, food, water, recreation and I suggest you need to look at critical infrastructures most at risk. Using

the seven well-being goals to frame your approach can help all partners understand their contribution to this significant issue. Are current approaches adequate to cope? How can you use scenarios to imagine what preventative action you could take to protect agriculture, water supplies and transportation in the event of extreme weather?

Flooding affected homes and businesses last year in Flintshire and well-being assessments show how flooding affects people's well-being long after the event. Expected annual damage [to residential properties is estimated to be £22 million](#), so, understanding how different weather events impact on communities is crucial to prevention. Research by the [Joseph Roundtree Foundation](#) shows us that existing climate change policy does not adequately address many aspects of well-being that are adversely affected by climate-related hazards and that many socially disadvantaged communities are also more likely to suffer greater losses to well-being as a result of climate change events like flooding. The [Centre for Regeneration Excellence Wales' 'Deep Place' study in Tredegar](#) also gives inspiration on how an understanding of place can have multiple benefits on well-being. I would like to see the PSB considering the specific effects for Flintshire in their short, medium and long-term actions. Projects such as ['Rainscape' through Dwr Cymru](#) suggest ways that we can all mitigate the effects of floods, with communities playing an equal role.

It is good news to see in your well-being assessment that many businesses are working in partnership to protect the environment. The main causes of poor air quality are urbanization and associated deforestation, manufacturing, industry (particularly the burning of fossil fuels) and traffic levels, which clearly damages the natural environment, habitats and further contributes to the national decline in biodiversity. Collaborating with businesses in how you take steps to meet this objective will be important to protect and enhance the land and halt declining biodiversity. For each of your steps, use the definitions of the well-being goals to think about how you can do something different and achieve maximum impact, plus integrate across many of your draft steps. How can you enable corporate volunteering opportunities that seek to enhance the resilience of the natural environment? How can people encourage equality through their volunteering and cohesion within some of your communities? [Business in the Community](#) has a range of practical ways for businesses to work together and take action to help tackle some of the key environmental and social issues facing society.

You will not be surprised to note that other Public Services Boards are also considering setting objectives around protecting the environment. In particular, you may wish to share ideas with Vale of Glamorgan; Powys; Ynys Mon and Gwynedd and Monmouthshire PSBs.

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

I am also learning the best ways to advise, support and monitor how public bodies are seeking to apply the five ways of working and maximise their contribution to the seven well-being goals, so I would welcome any feedback



Comisiynydd
**Cenedlaethau'r
Dyfodol**
Cymru

**Future
Generations**
Commissioner
for Wales

from you, supporting officers and the Flintshire PSB Scrutiny Committee on how I have chosen to approach this statutory duty and the advice I have given.

I look forward to receiving further drafts of your well-being plan and please keep in touch with me and my team.

Kind regards,

Sophie Howe



Comisiynydd
**Cenedlaethau'r
Dyfodol**
Cymru

**Future
Generations**
Commissioner
for Wales

Comisiynydd Cenedlaethau'r Dyfodol Cymru

Siambrau'r Farchnad, 5-7 Heol Eglwys Fair
Caerdydd, CF10 1AT

cystylltwchani@cenedlaethaurdyfodol.cymru
cenedlaethaurdyfodol.cymru

Future Generations Commissioner for Wales

Market Chambers, 5-7 St Mary Street
Cardiff, CF10 1AT

contactus@futuregenerations.wales
futuregenerations.wales