



REPORT FROM
NETHERWOOD SUSTAINABLE FUTURES AND PwC TO CWM TAF PUBLIC SERVICES BOARD

Cwm Taf: Understanding Our Communities
Wellbeing Assessment Consultation: brief analysis report

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1. BACKGROUND

- 1.1 This document constitutes a brief report from Netherwood Sustainable Futures (NSF) and PwC to support Cwm Taf Public Services Board on the Well-being Assessment being prepared in response to the Well-being of Future Generations Act (Wales) 2015 (FGA).
- 1.2 By, October 2016 Cwm Taf Partnership had produced 4 'Briefing Documents' to inform their well-being assessment on environmental, social, economic and cultural well-being, and were in the process of developing a further six on various aspects of the Population Assessment required under the Social Services and Well-being Act (SSA). The objective of commissioning NSF and PwC was to explore the 4 'Briefing Documents' with stakeholders as part of a well-being assessment consultation¹.
- 1.3 This report provides an overview of key messages and overarching themes emerging from 4 stakeholder workshops which NSF and PwC helped the Cwm Taf partnership to plan and facilitate to inform the well-being assessment during October and November 2016. These were:

Cultural well-being, Hawthorn Leisure Centre, Pontypridd, 28/10/16
Environmental well-being, Orbit Business Centre, Merthyr Tydfil 4/11/16
Economic well-being, Park and Dare Theatre, Treorchy, 10/11/16
Social well-being, Soar Centre, Penygraig 22/11/16

- 1.4 These workshops involved stakeholders from across the Cwm Taf area to:

- Explore **headlines/critical issues** from the assessment so far
- Explore appropriate **response** to headlines/critical issues
- Identify **actions** for further work in forthcoming response analysis.
- Highlight **crossover and connection** between other parts of the assessment (cultural, social, economic)
- Set the context to develop the **response analysis**

In order to facilitate discussion in each workshop NSF and PwC led 4 different exercises. These were:

¹ NSF and PwC experience on the FGA are included in Appendix A

Exercise 1: Exploring the Briefing Documents; Headlines; Gaps; Improvements.

Exercises 2 & 3: Exploring Response to the Headlines utilising the following table:

Existing (stuff we are already doing)	Enhanced (more of the same)
New (Simple) (alternative approach easy to do)	New (Complex) (alternative approach hard to do)

Exercise 4: Integration between headlines from other Briefing Documents.

- 1.5 It is important to note that this report is intended to inform the re-drafting of the well-being assessment after consultation and to inform CTP's approach to response analysis. The output from these sessions is intended to provide material to be included in and inform the well-being assessment, helping the Partnership move from situational analysis – the data and some interpretation – to the 'so what' question – to what are our priorities and what do we do about them? Including this information in the well-being assessment will be important – to develop further discourse on developing the Plan and establishing delivery mechanisms.
- 1.6 It is also important to note that all of the workshops were designed to inform the 1st Replacement Merthyr Tydfil Local Development Plan, with the Environmental well-being workshop, particularly being run (and funded by MTCBC) to focus on key issues for the Plan.
- 1.7 This report is not a gap analysis (although data gaps are discussed), or a verbatim report on the outputs of the workshops, which are available elsewhere. It is not a review of the wellbeing assessment Briefing Documents.
- 1.8 It is a considered analysis of the engagement process and the key themes emerging from the consultation, and provides an indication of *strategic issues* that the assessment, response analysis and well-being plan will need to address, rather than *individual ideas or interventions* which have been captured during the workshops.
- 1.9 The report is structured to provide a summary overview of each well-being assessment theme in turn - cultural, environmental, economic, and social, with a concluding section to explore cross-cutting issues with some recommendations for work going forward into the response analysis and Well-being Plan production.
- 1.10 There are a number of factors which must be acknowledged at the start of this report which should be borne in mind when reading this analysis:
 - Cwm Taf Partnership has developed an innovative progressive conversation among stakeholders across Cwm Taf about its well-being assessment
 - the authors of the four assessment 'Briefing Documents' from partner organisations provided excellent data and analysis as a first 'stab' for the well-being assessment (in addition to their day jobs) and were not necessarily 'experts' in these fields.
 - the authors of the Briefing Documents provided excellent summaries and facilitation at the workshops themselves

- the co-ordination by the Cwm Taf partnership Analyst, Rae Baker, of the well-being assessment between two local authorities, Health Board, NRW and others has been first class and should be commended.
- the whole process has been developed in culture of positivity, to focus on ‘what is good’ as a counterpoint to the inherent difficulties of planning for the future, through austerity, welfare reform, public service redesign and post-Brexit uncertainty.

1.11 The following sections are illustrative of the level of discourse already underway in the Cwm Taf Well-being Assessment.

2. CULTURAL WELL-BEING

This section provides an overview of key issues that emerged at the Cultural well-being workshop. These are split into four categories: **strategic issues** that may need emphasis in the assessment, response analysis and well-being plan; potential **practical responses** that could be pursued via the well-being plan; specific issues which need addressing in the **well-being briefing paper; and further opportunities and challenges** that could be addressed in the response analysis and plan.

It is recommended that the Assessment authors consider the following with regard to the well-being assessment and plan:

- is this something that we need to know more about right now?
- is this something we need to know in developing our response analysis?
- is this something that needs to be included as an item in the Well-being Plan itself to increase our knowledge?

CULTURE: Strategic Issues that need greater emphasis in the assessment, response and plan.	CULTURE: potential practical responses by the PSB and partners
<p><i>Care will need to be taken that the following strategic issues are emphasised and not lost throughout plan preparation:</i></p> <p>Diversity of communities and place needs more recognition and the role that culture plays in these localities– culture is not homogenous, it is <u>very</u> local.</p> <p>Diversity of cultures from different countries – origins, languages, contribution to culture across Cwm Taf.</p> <p>Relationship between health care and cultural activities: preventative health care, particularly in mental health, isolation and social cohesion.</p> <p>The role of grassroots cultural projects in providing preventative activity, health, crime, environmental quality, social cohesion.</p> <p>The value of the work of voluntary organisations in maintaining and building cultural capital.</p> <p>The opportunity and threat of digitisation and social media to culture– a major generational change, presenting threats and opportunities.</p> <p>The link between environmental heritage, landscape and culture. Environment and landscape are part of the Cwm Taf story – pride in local landscapes, protecting heritage and natural assets.</p> <p>The role of FHE institutions in local culture.</p>	<p><i>Attendees saw the following as opportunities for the PSB to action through the partnership itself and individual organisations:</i></p> <p>Increasing understanding what cultural activity is available –signposting through all media. Promotion of local cultural networks. Celebration of all cultural assets in Cwm Taf and beyond borders.</p> <p>Increase understanding of social cultural capital and assets: mapping: understanding: at a Cwm Taf level and within 4 areas.</p> <p>Mapping of communities of interest – not just place based.</p> <p>The face of the Welsh language to Cwm Taf communities via public services as a distinct and important part of culture – co-ordinated approach across all services.</p> <p>Expansion of health referral to include cultural activity, to aid mental and physical health, through personal goals, new skills.</p> <p>Investment in assets with multi-purpose use to include cultural activities – schools, sports, libraries, inter-generational community hubs.</p>
CULTURE: specific issues for the Assessment ‘Briefing’ paper.	CULTURE: opportunities and challenges to develop a response

<p><i>Attendees felt that the following issues needed further data/information/acknowledgement in addition to the above:</i></p> <p>Broader definition of culture is needed acknowledging: arts, music, sport, media, and play.</p> <p>Acknowledgement of the huge role of food and drink culture in well-being and role in local economies</p> <p>Welsh language as part of local cultural history and landscape</p> <p>Businesses and social enterprises with a cultural focus?</p>	<p><i>Attendees identified the following issues which may need to be explored more fully in the response analysis:</i></p> <p>Importance of spaces for cultural activity – outdoor, virtual and built.</p> <p>The opportunity of empty buildings for cultural activity.</p> <p>Watching sport as well as direct participation is an important part of culture.</p> <p>Opportunities for social enterprise around culture</p> <p>Arts and culture as a career path.</p> <p>Businesses role in supporting cultural activity across Cwm Taf through workforce, financial support.</p>
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3. ENVIRONMENTAL WELL-BEING

This section provides an overview of key issues that emerged at the Environmental well-being workshop. These are split into four categories: **strategic issues** that may need emphasis in the assessment, response analysis and well-being plan; potential **practical responses** that could be pursued via the well-being plan; specific issues which need addressing in the **well-being briefing paper; and further opportunities and challenges** that could be addressed in the response analysis and plan.

It is recommended that the Assessment authors consider the following with regard to the well-being assessment and plan:

- is this something that we need to know more about right now?
- is this something we need to know in developing our response analysis?
- is this something that needs to be included as an item in the Well-being Plan itself to increase our knowledge?

ENVIRONMENT: strategic issues that need greater emphasis in the assessment, response and plan.	ENVIRONMENT: potential practical responses by the PSB and partners
<p><i>Care will need to be taken that the following strategic issues are emphasised and not lost throughout plan preparation:</i></p> <p>Huge public land ownership is a major asset and opportunity for collective action from the public sector.</p> <p>Use of land and built environment as a catalyst for improving physical and mental well-being through:</p> <ul style="list-style-type: none"> • Skills development • Combating isolation • Social bonding in community • Community capacity to develop and lead • Culture arts and language to describe relationship to environment <p>Climate change resilience as a key determinant of well-being, access to services, inward investment, public sector finance, community resilience – cuts across WBA – not just in environment.</p> <p>Opportunities for environmental projects for upskilling communities and individuals and funding – encouraging local stewardship</p> <p>Alternative and meantime land use of sites in public ownership –, wildlife, renewables, food, leisure, culture, conservation skills.</p> <p>Role of volunteers and community groups to develop skills and invest in environmental capital.</p> <p>Stronger links with Brecon Beacons National Park via landscape, economy, tourism, health work.</p>	<p><i>Attendees saw the following as opportunities for the PSB to action through the partnership itself and individual organisations:</i></p> <p>Increase access to information of what is around – e.g. use of apps Geocache, PROW, Forest Schools</p> <p>Active travel activity should link to community facilities, employment, and leisure and wildlife interest – correlate and map this.</p> <p>Increase accessibility to publically owned land. Statutory landowners to support communities to engage in local environment. Involve communities, sustainable land management, and information from PSB – sharing info and co-ordinate approach.</p> <p>New dialogue with communities – promotion – the countryside is theirs to use – and a community asset and should be a source of community pride - challenge pervasive culture “there is nothing for kids to do” – curriculum changes.</p> <p>Need to build leadership and skills among decision makers to recognise and understand the links and between environmental and other aspects of well-being and create and support connections</p>

<p>Role of environment in attracting/deterring inward investment – attractiveness as a place to live and work – Cwm Taf’s environmental ‘offer’.</p>	
<p>ENVIRONMENT: specific issues for the Assessment ‘Briefing’ paper.</p>	<p>ENVIRONMENT: opportunities and challenges to inform response.</p>
<p><i>Attendees felt that the following issues needed further data/information/acknowledgement in addition to the above:</i></p> <p>Needs more urban focus Needs a greater focus on housing Link should be made between environment, economy and public transport, active travel Role of leisure and recreation in the environment Crime and perception of place (wildfires – dangers through apps) Role of private sector as environmental stewards, and their impact on environmental quality.</p>	<p><i>Attendees identified the following issues which may need to be explored more fully in the response analysis:</i></p> <p>Each community’s and individual’s relationship with and view of the environment will be different and diverse in different areas of Cwm Taf.</p> <p>This will be dependent on the landscape, environmental assets, and social economic conditions. Interventions should recognise this diversity.</p> <p>Cultural change (digitisation) has resulted in reduced outdoor use.</p> <p>Entry level activity for people’s engagement with the outdoors.</p> <p>Children and wild play – co-ordinated approach parents, children, schools, youth groups. Early year’s intervention to connect with the outdoors.</p> <p>Perception of environment: safety barrier.</p> <p>Green tech focus –need to develop skills on this.</p>

4. ECONOMIC WELL-BEING

This section provides an overview of key issues that emerged at the Economic well-being workshop. These are split into four categories: **strategic issues** that may need emphasis in the assessment, response analysis and well-being plan; potential **practical responses** that could be pursued via the well-being plan; specific issues which need addressing in the **well-being briefing paper; and further opportunities and challenges** that could be addressed in the response analysis and plan

It is recommended that the Assessment authors consider the following with regard to the well-being assessment and plan:

- is this something that we need to know more about right now?
- is this something we need to know in developing our response analysis?
- is this something that needs to be included as an item in the Well-being Plan itself to increase our knowledge?

ECONOMIC: strategic issues that need greater in the assessment, response and plan.	ECONOMIC: potential practical responses by the PSB and partners
<p><i>Care will need to be taken that the following strategic issues are emphasised and not lost throughout plan preparation:</i></p> <p>Need to move away from the language of deprivation – self-identity is important.</p> <p>Highlight the role of the informal economy in Cwm Taf and contribution to social cohesion – volunteering, informal carers, time-banking.</p> <p>Need to focus on the variety of communities and economic conditions and choices, rather than generic view e.g. all town centres are different.</p> <p>More focus is needed on economic well-being of communities rather than the individual.</p> <p>Focus on maximising income/ managing debt. What are levels of debt?</p> <p>Contribution of businesses and the private sector generally to well-being in different localities.</p> <p>Businesses role in maintain independence for individuals</p> <p>Complexity of withdrawal of European funding – need to understand likely implications and plan/ act/lobby accordingly.</p> <p>Restructuring and aligning anti-poverty programmes.</p> <p>Retention of older workforce</p> <p>Importance of pre 16 on economic prospects. Early interventions have long legacy on economic</p>	<p><i>Attendees saw the following as opportunities for the PSB to action through the partnership itself and individual organisations:</i></p> <p>Active travel activity should map and link between public transport, childcare facilities and employment sites.</p> <p>Develop Cwm Taf Oyster Card – low cost travel, enhanced childcare, home working through public service organisations.</p> <p>Public sector bodies could build on/replicate the work of Housing Associations who develop community skills/training as part of their functions.</p> <p>Place conditions on developers for community benefit and climate resilience.</p> <p>Community hubs for public service workers in town centres – to work away from the office, closer to home. Remote working.</p> <p>Public service procurement and commissioning should maximise clauses for skills training</p> <p>Integrated mixed housing developments for young and old to develop supported living.</p> <p>Instigating work buses for large public sector employers,</p> <p>Support childcare as social enterprises – drive down cost.</p> <p>Coordinated approach to the PSB through asset management, capital developments to maximise economic efficiency and economic opportunity in the locality.</p>

prospects of individual.	<p>The role of the workforce plans of the major public sector employers in contributing to local well-being – to shape local employment prospects and procurement and commissioning to develop the local economy.</p> <p>Better advice and project management support for fledgling community groups.</p> <p>Role of schools in community for continuous learning e.g. budgeting or debt management.</p> <p>Maximise use of built assets. Community based business hubs in empty offices/shops/priorities</p>
ECONOMIC: specific issues for the Assessment 'Briefing' paper.	ECONOMIC: opportunities and challenges to inform response.
<p><i>Attendees felt that the following issues needed further data/information/acknowledgement in addition to the above:</i></p> <ul style="list-style-type: none"> • Crime and its impact on the economy • Levels of childcare provision • Tourism Economy • Housing – specifically the private rented sector • What is the actual potential for localised employment? • More focus needed on communities rather than the individual, too individual/person based. • Business views. 	<p><i>Attendees identified the following issues which may need to be explored more fully in the response analysis:</i></p> <p>Uncertainty of provision for anti-poverty work after demise of Communities First. Build on these foundations</p> <p>Potential for tourism industry and role of SMEs in local communities.</p> <p>More support for people to be work ready.</p> <p>Re-invigoration of employment pathway work</p> <p>Intergenerational working – skills swaps</p> <p>Build on community transport activity.</p> <p>Health drives the economy as much as economy drives health, wealth and employment has a direct positive impact on health</p> <p>Employer links to schools.</p> <p>Tax incentives to local businesses</p> <p>Language skills are employment skills</p> <p>Economic impact of ill health. Outdoor activity = better health = less sickness absence.</p> <p>Linking active travel to health and employment areas.</p> <p>Vibrant sports and leisure scene must help economic prospects.</p> <p>Improved confidence, better health behaviours.</p>

	Increased leisure and recreational activity can = jobs, jobs = health.
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5. SOCIAL WELL-BEING

This section provides an overview of key issues that emerged at the Social well-being workshop. These are split into four categories: **strategic issues** that may need emphasis in the assessment, response analysis and well-being plan; potential **practical responses** that could be pursued via the well-being plan; specific issues which need addressing in the **well-being briefing paper**; and further **opportunities and challenges** that could be addressed in the response analysis and plan

It is recommended that the Assessment authors consider the following with regard to the well-being assessment and plan:

- is this something that we need to know more about right now?
- is this something we need to know in developing our response analysis?
- is this something that needs to be included as an item in the Well-being Plan itself to increase our knowledge?

SOCIAL: strategic issues that need greater emphasis in the assessment, response and plan.	SOCIAL: potential practical responses by the PSB and partners
<p><i>Care will need to be taken that the following strategic issues are emphasised and not lost throughout plan preparation:</i></p> <p>Challenge of digitalization. People are social media focused, which may erode (or build) community cohesion.</p> <p>Poverty of aspiration in many communities.</p> <p>Isolated communities – depopulation – what is the strategic approach?</p> <p>Decline of older housing stock – affordability? Welfare reform</p> <p>Negative stereotyping of valleys communities.</p> <p>Longer term and coherent funding arrangements.</p> <p>Spend being shifted from cure to prevention.</p> <p>Better working between national and third sector organisations and local groups.</p> <p>Role of free green space for outdoor education, health, particular groups. Maximise use of outdoors to improve mental health.</p> <p>More work on future trends and impact on Cwm Taf communities</p>	<p><i>Attendees saw the following as opportunities for the PSB to action through the partnership itself and individual organisations:</i></p> <p>Measuring outcomes through value of social projects not numbers.</p> <p>Use of community assets (old pubs) as night time cafes</p> <p>Training and skills building in communities via social enterprise and community self-help. (Public Sector staff trained to do this through workforce planning) Communal and work exercises for public sector workers– Japan.</p> <p>Clubs – mapping – catalysts for creating community cohesion.</p> <p>Establishing community hubs as focus for activities and participation</p> <p>Involving and supporting communities in developing</p> <ul style="list-style-type: none"> • Food Co-operatives • Credit Unions • Time-banking • Money Management skills. • Transport/local solutions • Forestry schools
SOCIAL: specific issues for the Assessment ‘Briefing’ paper.	SOCIAL: opportunities and challenges to inform response.
<i>Attendees felt that the following issues needed further data/information/acknowledgement in addition to the above:</i>	<i>Attendees identified the following issues which may need to be explored more fully in the response analysis.</i>

- Housing
- Crime and Anti-Social Behaviour
- Community Safety
- Education
- Too health-centric
- Not community focused
- Doesn't reflect cultural well-being
- Doesn't reflect community assets
- Role of employment in social well-being
- Unique social norms in the Valleys
- Social isolation
- Are skills available in communities?
- What could people produce – what are our social assets?

- Role of grandparents as carers.
- Value of volunteering to older people.
- Men's/women's sheds
- Shared accommodation schemes
- Gardening
- Allotments
- Traditional skills – elderly and young
- GP referral to outdoor opportunities
- Incentives for community buildings to provide healthy fast food.

6. BRIEF ANALYSIS AND RECOMMENDATIONS

- 6.1 It is clear that attendees had a rich understanding of Cwm Taf which has helped to identify strategic, practical responses, opportunities, challenges and suggestions of what needs greater emphasis in the assessment. This is a rich body of data which has been developed within limited resources.
- 6.2 The issues under the **economic, environmental, cultural and social** themes together create a full understanding of wellbeing. This now needs building on to develop a response analysis and plan, which:
- a) refocuses on assets as well as deficits in the Cwm Taf area
 - b) reflects the broad diversity of communities and communities of interest across Cwm Taf
 - c) reflects the differences in what well-being means in particular localities
 - d) that engages with the business community to understand their multiple roles in local well-being
 - e) recognises the value and impact of social capital² in Cwm Taf
 - f) considers the impact of crime across the well-being themes
 - g) considers climate change resilience as a key determinant of well-being that cuts across all themes (access to services, inward investment, public sector finance, community resilience)
- 6.3 Specific issues to highlight for **cultural well-being** are:
- a) clearer links between cultural and social, economic, and environmental well –being drawing in examples from the workshops
 - b) the diversity of assets (human, built, physical and social) available in particular communities and how to utilise these to support cultural well-being
 - c) understanding of how business supports culture through, delivery of goods (food and drink) support to cultural activity and physical space
- 6.4 Specific issues to highlight for **environmental well-being** are mainly around the unique position of Cwm Taf having so much publically land providing the PSB with major opportunities for:
- a) climate resilience, including managing land to reduce negative impacts of climate change on communities
 - b) engaging communities in accessing land for well-being outcomes including cultural, physical and mental well-being for all age groups including the very young
 - c) maintaining and enhancing biodiversity and other ecosystem services (including water and soils)
 - d) engaging communities in managing land to enhance skills and individual well-being
 - d) clearer links between environmental and social, economic, and cultural well –being drawing in examples from the workshops
- 6.5 In addition to the major issue of business engagement in the assessment and plan, specific issues to highlight for **economic well-being** are the need to recognise and reflect :
- a) the value of the informal economy in Cwm Taf to multiple outcomes of well-being
 - b) the impact of welfare reform and potential impact of Brexit on different communities and communities of interest across Cwm Taf
 - c) the variety of economic conditions in communities across Cwm Taf including those that are particularly geographically isolated
 - d) the wealth of practical suggestions of how the public sector can impact on economic well-being through adapting its approach to its ‘business’ and service delivery.

² ONS describes Social Capital as the activity of networks of groups (geographical, virtual professional, social) which support social well-being of – further information can be found on:

<http://webarchive.nationalarchives.gov.uk/20160105160709/http://www.ons.gov.uk/ons/guide-method/user-guidance/social-capital-guide/the-social-capital-project/guide-to-social-capital.html>

- e) clearer links between economic and social, cultural, and environmental well –being drawing in examples from the workshops
- f)

6.6 For **social well-being** there are some major areas which will need to be considered as the assessment, response and plan develop including housing, community assets, education and community safety. The current health focus needs to be re-balanced to reflect these major policy areas as well as the following specific issues:

- a) recognition of how digitization has eroded social capital in communities as well as the opportunities to use it to connect communities, communities of interest and individuals.
- b) using the frame of social capital to understand the range of social assets available in individual communities and across Cwm Taf
- c) the effect of social isolation on particular communities
- d) clearer links between social and cultural, economic, and environmental well –being drawing in examples from the workshops

6.7 Some final specific issues for **Cwm Taf PSB** to consider are that:

- a) the Cwm Taf consultation must be recognised as an attempt to develop a conversation *across* traditional policy silos to develop the well-being assessment.
- b) care must be taken to ensure that in developing the response and plan that the interconnections between environmental, social and economic well-being are not lost and are explored and reflected in the content of the plan.
- c) the well-being plan needs to recognise the issues raised in this consultation and the *diversity* of well-being issues across a complex social economic and physical landscape. Care should be taken to develop solutions that are not homogenous and ‘one size fits all’
- d) it is recommended that as the Plan process reaches its final stages in late 2017/early 2018 that the PSB use this document to reflect on the Plan content and question if all major opportunities and challenge for collective action raised by this report have been explored and addressed.

Dr. Alan Netherwood Sustainable Futures
Jeff Brown, PwC

12th December 2016

APPENDIX A

NSF and PwC have a wide range of experience relevant to this area of work including:

- work with Welsh Local Government Association on their Early Adopters Programme for the Future Generations Act during 2014/2015, with 11 local authorities and 3 Welsh National Parks (including Merthyr Tydfil CBC)
- NSFs continuing work with local authorities across Wales on corporate responsibilities under the Act, and partnership work via Public Service Boards. (Powys (well-being assessment), Caerphilly, Torfaen, Ceredigion, Monmouthshire.)
- NSFs ongoing work with Natural Resources Wales to develop their capacity to respond to the FGA across Wales, and as a corporate body, including well-being assessments, and engagement with 20 PSBs across Wales
- NSFs work with Welsh Government and NHS Cymru to support Local Health Boards and Health Trusts on the FGA through workshops in March and May 2016
- NSFs work with Dyfed Powys Police on their response to the FGA
- PwC's experience around the FGA also extends to the work undertaken during the Act's initial legislative stages, when PwC undertook an assessment of the FGA's impact on stakeholders. This work formed a key part of part of Welsh government's final statutory regulatory Assessment of the then Bill.
- PwC have also undertaken some recent innovative work with the Life Sciences Hub in Wales to which assessed the way in which this important sector contributes towards the FGA's national Well-being goals.
- Both NSF and PwC are also currently engaged in creating a joint thought leadership piece considering the role that the private sector will play in delivering the aspirations of the FGA.