

Carmarthenshire Public Services Board

Annual Report 2016-17

1. Introduction and Background to PSB

The statutory Public Services Board was established in May 2016 following the introduction of the Well-being of Future Generations (Wales) Act 2015. The Act seeks to improve the social, economic, environmental and cultural well-being of Wales. It will help to improve the way in which sustainable decisions are made across named public bodies in Wales with all of those public bodies working to a common set of seven national goals:

- A prosperous Wales;
- A resilient Wales;
- A healthier Wales;
- A more equal Wales;
- A Wales of cohesive communities;
- A Wales of vibrant culture and thriving Welsh language; and
- A globally responsible Wales.

The PSB transitioned from the non-statutory Local Service Board and is responsible for improving the economic, social, environmental and cultural well-being of the County. Partners will utilise the sustainable development principle to maximise its contribution to the achievement of seven national well-being goals by addressing the specific well-being needs of the area.

Sustainable development is the overriding principle of the PSBs activities. This means acting in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

The Carmarthenshire PSB includes the following organisations (with current named representatives):

Organisation	Representatives
Carmarthenshire County Council	Cllr. Emlyn Dole, Leader and PSB Vice-Chair Mark James, Chief Executive Wendy Walters, Assistant Chief Executive
Hywel Dda University Health Board	Bernardine Rees, Chairman Steve Moore, Chief Executive
Natural Resources Wales	Huwel Manley, Environment Manager West
Mid & West Wales Fire & Rescue Service	Cllr Jan Curtice, Chairman
Mid & West Wales Fire & Rescue Service	Rob Quin, Assistant Chief Fire Officer / Director of Operational Support and Improvement
Police & Crime Commissioner for Dyfed Powys	Dafydd Llywelyn
Dyfed Powys Police	Superintendent Gary Mills
Welsh Government	Professor Jean White

Organisation	Representatives
Carmarthenshire Association of Voluntary Services	Marie Mitchell, Chief Officer
National Probation Service	Christine Harley, Head of Dyfed Powys Local Delivery Unit
Community Rehabilitation Company	Deanne Martin, Head of Dyfed Powys
Coleg Sir Gâr	Barry Liles, Principal of Coleg Sir Gâr & Chairman of PSB
University of Wales Trinity Saint David	Jane Davidson, Associate Pro Vice Chancellor for Sustainability and Engagement
Public Health Wales	Michael Thomas, Acting Director of Public Health
Arts Council for Wales	Carys Wynn-Morgan, Portfolio Manager
Brecon Beacons National Park	John Cook, Chief Executive
Department for Work & Pensions	Helen Matthews, Senior External Relations Manager

Statutory Duties

- **Assessing the state of well-being in the area** – first Well-being Assessment to be published by end of March 2017.
- **Preparing a Local Well-being Plan** – setting out local objectives and the steps the PSB proposes to take to meet the Well-being Objectives. The first Well-being Plan to be published no later than 12 months following the first local government election- by May 2018.
- **Involvement (engagement and consultation)** - in preparing both its assessment of local well-being and its local well-being plan, each PSB is required to consult fully with a range of partner organisations and community representatives.
- **Reporting on progress** - the PSB is required to prepare and publish annual reports of progress against its Well-being Plan.

Inaugural meeting of the PSB

At the inaugural meeting of the PSB in May 2016, Barry Liles, Principal of Coleg Sir Gâr was appointed as PSB Chair and Cllr Emlyn Dole, Leader of Carmarthenshire County Council as Vice-Chair. The terms of reference were reviewed at the PSB's June 2017 meeting, as required by the Welsh Government guidance, following the local government election – and both were re-elected to these positions.

2. Progress against statutory duties

2.1 Assessing the state of well-being in the area

A regional approach was adopted with PSBs in Ceredigion and Pembrokeshire to enable consistency which has been an effective way of sharing knowledge and expertise, reducing duplication of effort and has been of benefit to partners covering a wider geographic area than Carmarthenshire.

An extensive regional engagement and consultation exercise took place between July and September 2016 to involve local organisations and residents in contributing their views on the state of well-being in the county. In Carmarthenshire, a survey was sent to a sample of 5,000 people, the Citizen's Panel, 50+ Network and also to organisations. A young person's version was also developed and circulated. The survey was available on the PSB website, was widely publicised and over 2,500 responses were received.

A range of engagement events were also held during this period to get views on what well-being looked like now and how it should be in the future. Efforts were made to utilise existing engagement mechanisms and to consult with established representative groups. These included Health Board events in September and meetings with the Carers Forum, Disability Coalition, Equality Carmarthenshire, Llanelli Partnership and the Youth Council. A stakeholder event was also held at the Botanic Garden with the Future Generations Commissioner, Sophie Howe in attendance.

A draft well-being assessment was written based on the qualitative responses received and a range of quantitative data. The draft was approved at the PSB's meeting in January 2017 and a further engagement exercise was undertaken to consult on the draft Assessment between 6th February and 3rd March 2017. Partners and the public were invited to let us know if they agreed with our assessment of well-being by giving their views via a short survey.

The survey was divided into the same six sections as the draft Well-being Assessment: Carmarthenshire Context; New Beginnings; Childhood; Youth; Adulthood; and Older Persons. People were asked to indicate how far they agreed with the key issues identified.

The survey was administered electronically via the PSBs online consultation portal. In addition, links to the survey, draft Well-Being Assessment and related documents were circulated widely, including town and community councils, business, trades unions (including schools), and specified 'statutory consultees'.

Information about the consultation, and ways to become involved, were promoted on the PSB members' communication networks including Facebook and Twitter.

Amendments were made to the Assessment, as a result of the consultation, and the document was published on the PSB website in March 2017.

2.2 Preparing a local Well-being Plan

A regional approach is also being taken to the development of local Plans. A priority-setting workshop was held with key partners in Carmarthenshire on 9th March 2017. The day was attended by approximately 50 people and focused on moving from the Well-being Assessment to developing the Well-being Objectives. Discussions focused on prioritisation of the key themes identified in the Assessment and as a result the following Well-being Objectives were identified:

- **Healthy Habits** – People have a good quality of life, and make healthy choices about their lives and their environments
- **Strong Connections** – Strongly connected people, places and organisations, that are able to adapt to change
- **Early Intervention** – People have the right help at the right time; as and when they need it
- **Prosperous People and Places** – Maximise opportunities for people and places in both urban and rural parts of our county.

These objectives have been sent to the Future Generations Commissioner for consideration and feedback as part of the statutory consultation process.

The next stage is to identify the steps the PSB will take to improve well-being, so short (1-3 years), medium (3-7 years) and long term (7-20 years) actions that can be delivered on a collective PSB basis need to be considered. This process has started with consideration of actions to deliver the Well-being Objectives at meetings of the PSB's Thematic Groups. Further consideration will be given at engagement events in July 2017 which are open to the public and front-line staff, a young person's engagement event and a meeting with the seven town and community councils subject to the Act.

The draft Well-being Plan will be considered at the PSB in September 2017 and a further public consultation on the draft Plan will take place between October and December 2017. Consultation feedback will be considered and the draft Plan will be amended as necessary before being considered as a final draft at the January 2018 meeting of the PSB. The Plan will then be considered for approval by the statutory bodies – the Local Authority, Health Board, Fire and Rescue Authority and Natural Resources Wales. Final approval of the Well-being Plan by the PSB will take place in May 2018.

3. Summary of issues discussed 2016/17

The PSB continues to play a key role in identifying collaborative approaches to the many challenges faced by member organisations. Ongoing service pressures and budgetary constraints requires organisations to continually review their services and current delivery mechanisms in order to reduce costs and achieve efficiencies. Partners recognise that by working together, opportunities can be identified to make the most efficient and effective use of the resources available to us for the benefit of

the county. A number of key developments that have happened over the past year are noted below:

3.1 Introduction of new Thematic Groups

Following a Strategic Review of Partnerships by the LSB in 2015, it was agreed that three thematic groups be introduced to replace the previous five partnership model. These new multi-agency groups would reflect the new national goals and ensure the local structure could support the PSB in delivering the requirements of the Act.

The three thematic groups are:

- Healthy Families and Communities;
- Fair and Safe Communities; and
- Prosperous and Resilient Communities.

Each of the thematic groups will also consider issues relating to the cross-cutting themes of poverty, children and young people, older people and Welsh language.

The thematic groups met for the first time between July and September 2016 and have met regularly approximately every quarter. Terms of reference have been agreed and collaborative priorities developed for the period up to March 2018 in line with performance data and organisational objectives. Regular update reports and matters for PSB consideration/decision are provided by the thematic groups to the PSB.

All groups have been involved in discussions on the Well-being Assessment process, its findings and the development of the Well-being Plan. Certain overarching topics have also been considered by all thematic groups such as population indicators.

Healthy Families and Communities

The group is chaired by Beth Cossins, Principal Public Health Promotion Specialist for PHW and the Vice-Chair is Robin Staines; Head of Housing and Public Protection for CCC. The PSB Champion was originally the Director of Public Health, Teresa Owen. Teresa Owen left for a new post at the beginning of 2017 and the group now needs to re-appoint a new PSB Champion.

Priorities for 2017/18:

1. **Building and strengthening resilience in families and communities** – with a focus on the early years and the protective factors for Adverse Childhood Experiences ACEs
2. **Physical activity** – with a focus on the outdoors and family/community activities.
3. **Community Resilience and Prevention, including Services Adding Value Effectively (SAVE)** – maximising the impact of conversations about health/well-being and resilience. There will be a need to link this to work being

progressed in the other thematic groups and outside of the formal partnership structure currently.

Key issues considered/progressed to date:

- Llanelli Life Science & Wellness Village linked to the ARCH development – detailed discussion highlighting relevant aspects to partners and it was agreed that the Project Manager for the wellness village would utilise the Thematic Group as a key engagement mechanism as the development progresses.
- Safe, Well and Independent Living (SWAIL) project – progress considered and identified further links to be made with partners and developments. Regular updates regarding project development to be received.
- Adverse Childhood Experiences (ACE) - National Public Health campaign to drive forward awareness linked to the potential lifelong impact that individuals who experience ACEs are likely to suffer from. It was highlighted during this presentation that key services contribute to supporting the ACE agenda such as Flying Start and Families First. This is to be further discussed at PSB around specific interventions that could be put in place, mainly around awareness raising and education of the population.
- Existing Groups/initiatives – current groups covering partnership working to be mapped out to ensure the Thematic Group only considers what is ‘added value’ and does not duplicate existing services being delivered.

Fair & Safe Communities

The group is chaired by the Council’s Executive Board Member for community safety which was Cllr Pam Palmer until May 2017 with Cllr Cefin Campbell now taking over the position, and the vice-chair is Chief Inspector Steve Thomas. The PSB Champion is Rob Quin, MWWFRS.

Priorities for 2017/18:

Agreed to continue with priorities developed by the Community Safety Partnership (CSP) in May 2016 with the addition of priorities around community cohesion and equality and diversity relating to crime as appropriate.

The main priority for the group - We will focus on protecting our most vulnerable residents by ensuring a multi-agency approach giving community safety messages when our staff make home visits.

Other priorities include the following broad areas:

- Preventing offending and reoffending including protecting vulnerable people
- Increasing reporting of crime and disorder
- Domestic Abuse and Sexual Violence – work to achieve ‘White Ribbon’ campaign Town Award by partners and developing new Regional Strategy.
- Violent crime –alcohol and drug related issues in town centres and domestic settings
- Raising awareness of cyber crime
- Prevent people being drawn into terrorism
- Tackling speeding, reducing numbers killed/seriously injured on our roads
- Substance Misuse.

Key issues considered/progressed to date:

- Terms of reference amended to include group's statutory duties as replaced the Community Safety Partnership (CSP). These are reducing crime and disorder, substance misuse, anti-social behaviour and reoffending.
- CSP's previous work and existing sub-group structure discussed. Agreed to continue with current structure and review once Well-being Plan is in place.
- Updates received and considered relating to crime statistics and progress by action groups.
- SAVE – progress considered, should deliver the thematic group's main priority. Work will be progressed by existing partnership working group and updated to Thematic Groups and PSB.
- Adverse Childhood Experiences – considered issues, group to be kept updated on developments.
- Violence against Women, Domestic Abuse and Sexual Violence – update on local and regional working and approval of bids to Welsh Government to be funded from underspend.
- Proposals for funding from the Council's community safety budget were agreed.
- Wales Audit Office report "Community Safety in Wales" considered and response to be prepared.
- Designated Public Place Order in Llanelli – to be evaluated and consideration given to future requirements.
- Domestic Homicide Review – a statutory duty for this group - to be undertaken.
- Police and Crime Commissioner's new Police and Crime Plan 2017-2021. Thematic group has statutory duty to take into account the PCC's priorities.

Prosperous & Resilient Communities

The group is chaired by Jane Lewis, Project Manager, Regional Learning and Skills Partnership, and the vice-chair is Hywel Davies, University of Wales Trinity Saint David. The PSB Champion is Wendy Walters, Carmarthenshire County Council.

The terms of reference have been amended to include Digital Inclusion within the cross cutting themes. This is to ensure that engagement and digital exploitation of technologies are integral to the work of the group and the WBFG Act.

Priorities for 2017/18:

Priorities are currently under-development however will broadly consist of:

- Successful delivery of the Transformation Plan
- Creating jobs and growth throughout the county
- Employability skills that meet business needs currently and future growth potential
- Tackling poverty – helping people into work
- Looking after the environment.

Key issues considered/progressed to date:

- Carmarthenshire County Council's Transformations Regeneration Plan 2015-2030
- The City Deal including the Llanelli Wellness and Life Science Village. Business opportunities to be considered, including the developing creative industry, in particular Yr Egin and culture.
- Regional Learning and Skills Partnership – supporting the Welsh Government's strategic approach to the delivery of employment and skills. Work incorporates the priorities of the Swansea Bay City Region and the Growing Mid Wales Partnership. Partnership looking to influence apprenticeships and vocational qualifications, Further and Higher Education provision, Traineeships and European Funding. Group considered gaps in workforce and training for the creative industry.
- Update from 'Sustainable Carmarthenshire' group which will provide regular reports to the thematic group in future. Partners consider indicators, benchmarks and progress made working towards sustainability targets.

3.2 Collaborative Task & Finish Workstreams:

The workstreams established by the LSB in 2015 have continued to develop collaborative working in the following areas:

- a. Estates and facilities maintenance;
- b. Transport;
- c. Collaborative Approach to Staff Development;
- d. Procurement.
- e. Cyber Crime

The following updates provide an outline of some of the main achievements of these workstreams during the year:

- **Estates & Facilities Maintenance**

Workstream Lead: Jonathan Fearn; Head of Corporate Property for Carmarthenshire County Council:

The group has continued to consider a range of issues which could benefit from collaborative working including co-location, agile working and the booking of meeting rooms. The sub-group established to consider collaborative opportunities relating to public service sites on Jobs Well Road in Carmarthen has collected some initial data which is being further developed. This will inform discussion on issues such as building and grounds maintenance, servicing of electrical and mechanical equipment, cleaning and parking management.

Additional collaborative areas to be further considered have been identified and these include a new training centre of excellence at Police Headquarters, waste recycling, PAT testing and gritting.

Links are to be made with procurement colleagues to ensure plans for collaborative working fit with timetables for relevant tender exercises.

- **Transport**

Workstream Lead: Steve Pilliner, Head of Transportation and Highways, Carmarthenshire County Council

The work of this group has concentrated on a collaborative approach to car parking management (linking in with the Estates workstream), park and ride, fuel cards, shared bunkered fuel sites and joint volunteer driver scheme.

Additional areas to be progressed include sustainable transport, consideration of partner involvement in a planned central Council depot, car share systems, procurement of vehicles (not including emergency services who have access to preferential contracts) and parking permits.

Group discussions have resulted in the Health Board benefiting from reduced costs in relation to fuel cards and agreement that shared bunkered fuel sites will not be progressed due to the lack of identified savings.

- **Strategic Approach to Collaborative People Development**

Workstream Lead: Caroline Newman, Coleg Sir Gâr

The group has continued to build on its established networking arrangements. Collaborative working has included ongoing shared training taking place on courses including health and safety and coaching, resulting in a pool of coaching supervisors and mentors utilised by all partners, and a further successful leadership conference held in September 2016 using the same format as the one held in November 2015.

The conference was attended by 67 delegates from PSB partners and very positive feedback received with scores between 98-100% delegates saying the programme was good/very good, that stronger relationships would develop, practical tips had been gained to do something better and that they were committed to working collaboratively going forward.

Academi Wales, the Welsh Government's centre for excellence in leadership and management for public services, considers the partnership working taking place locally to be an example of good practice. A Dyfed Powys workshop was held in November 2016 for learning and development leads, facilitated by Academi Wales. The aim was to identify collaborative opportunities across a range of provision, resulting in a strategic vision for collective learning and development. A strategy is being developed and support has been offered to the PSB to develop the leadership skills required across public services to deliver the forthcoming Well-being Plan.

- **Cyber Crime**

- **Workstream Lead – to be confirmed.**

- Good attendance by all partners at the first two meetings of this new workstream has resulted in useful information sharing.

- The PSB ensured attendance by public services on a cyber crime training event in September 2016. These staff will train and share this information with colleagues in their organisation and wider audiences on how to be safe online.

- A collaborative approach to providing e-learning to public service staff is to be explored.

- **Procurement**

- **Workstream Lead: Heidi Davies, Coleg Sir Gâr**

- The group have been looking at opportunities to work collaboratively on future procurement projects by sharing future work programmes and liaising locally on National Procurement Service projects and work. Efforts are being made to share best practice on community benefit clauses in contracts, specifications and lessons learnt. A data base of contacts and suppliers is also being developed.

- A successful bid was made to the Rural Development Plan LEADER fund to employ a Community Benefits Officer to support the Procurement team in developing further the suite of community benefit clauses and monitoring the impact.

- A number of collaborative opportunities identified by the other workstreams will involve procurement exercises and links with the other groups are being developed to support this work.

3.3 Scrutiny Arrangements

A local authority scrutiny committee has to be allocated as having responsibility for the overview and scrutiny of the PSB. It has been agreed that the Council's Policy and Resources Scrutiny Committee will undertake this role. The Committee considered the draft Well-being Assessment at its meeting on 8th February 2017, in accordance with the statutory consultation process. The Committee provided a response to the PSB and endorsed the draft Assessment.

The Committee will be consulted on the draft Well-being Plan. Further consideration will be given to the regular reporting to the Committee by the PSB and support needed to be provided to the Committee to enable it to fulfil its scrutiny role.

3.4 Wider engagement with other partners

In the Well-being of Future Generations Act, a number of organisations are identified as 'other partners'. For those organisations who are not core members of the PSB a formal extended meeting of the PSB with other partners will be held at least once a year. Those other partners include Community Councils, Community Health Council, Higher Education Funding Council for Wales, Sports Council for Wales, National Library of Wales and the National Museum of Wales.

Links have been established with the seven town and community councils who are subject to the Act as they have a gross income or expenditure of at least £200,000. A regular forum meeting is held between those Council Clerks and Development Officers with the PSB Support Team staff. This early engagement with this group of Town and Community Councils is proving to be a constructive forum for developing thinking around future engagement between the PSB and councils.

All town and community councils and these additional other partners were also invited to the engagement event with key stakeholders in March 2017 to develop the Well-being Plan's priorities.

3.5 PSB Communications

Carms News

This PSB publication continues to provide regular updates on activity by public services relating to the PSB's priorities and specific partner issues of importance to our local residents.

During the year, the four editions have consisted of two electronic versions and two hard copy publications. This is to be reviewed by the editorial committee and future editions will also focus on progress made against the Well-being Plan.

PSB Newsletter

An electronic newsletter has been circulated after PSB meetings, including details of the key points that have emerged from the discussions. These newsletters have been disseminated to staff within each of the PSB organisations to help raise awareness of the joint working, actions and outcomes.

PSB Website

The PSB has a website (www.thecarmarthenshirewewant.wales) to raise public awareness of the progress made by the PSB and to engage with local communities. PSB agenda papers are available online.

3.6 Population Indicators

Performance against national population indicators and a ranking table explaining how Carmarthenshire's most recent performance ranked in relation to other Welsh Counties was considered. Areas of improvement and decline were discussed and the supporting evidence behind them. Referral was made to the population indicators 2015/16 annual report along with the new National Well-being indicators.

Performance was also considered by the Thematic Groups and further discussion will take place at the PSB's Operational Delivery Group in relation to the National Well-being indicators and a performance management framework.

3.7 Annual Report on Integrated Community Strategy

Partners contributed to the annual report providing updates in relation to progress against the PSB's named outcomes and goals. The successful partnership working was noted and the report was approved and published.

3.8 Cyber Crime

A presentation was delivered by the Police to highlight current threats and challenges for Carmarthenshire. The importance of raising awareness of the issue to protect residents, particularly vulnerable people was evident to partners. A 'Train the Trainer' course was arranged by the Police to be attended by representatives of the PSB partners who would then act as 'Champions' in their organisation to share information with staff and wider audiences on being safe online. The course took place in September 2016, was attended by representatives from across Dyfed Powys and a further session is to be planned with follow up work undertaken on disseminating this important message to staff and the public.

3.9 Attendance by Sarah Rochira, Older People's Commissioner for Wales

The Older People's Commissioner for Wales highlighted to the PSB the importance of ensuring that the needs, concerns and priorities of older people are reflected by the PSB in their development of the Well-being Plan. The partners discussed the findings of the Commissioner's wide ranging consultation and engagement with older people to find out what matters to them.

3.10 Swansea Bay City Deal

Regular updates have been provided to partners on this project which has been approved by Welsh Government and the UK Government and will bring £1.3 billion investment to the region. This includes funding of £241 million from Welsh Government. Eleven projects will be delivered in the first 5-years, with 10,000 jobs being created over the next 15-years.

The City Deal contains three integrated strands: the internet of energy; internet of Health and Well-being; and the internet of economic acceleration. Two of the projects are in Carmarthenshire - the Wellness and Life Science Village at Delta Lakes, Llanelli and Yr Egin in Carmarthen.

The Council is the lead for the Regional Office and Accountable Body.

3.11 Apprenticeship Levy

A discussion was held with Samantha Huckle, Head of Apprenticeship Policy Development, Welsh Government. The levy aims to provide a minimum of 100,000 quality, all age apprenticeships over the next five years. The implications of this for public services was considered as partners are contributing financially and wish to also draw down funding for such apprenticeships and other training opportunities. Welsh Government have met with a range of public services to discuss their needs in relation to this area and partners will ensure engagement with Welsh Government in order to maximise opportunities.

3.12 Counter-terrorism

The police provided a presentation on activity to tackle terrorism taking place in Carmarthenshire and Dyfed Powys, the Government Counter Terrorism Strategy (CONTEST), 'Prevent' work undertaken, the new statutory Prevent duty and the Channel Panel. The Prevent duty places a duty on specified authorities, including many PSB members, to have due regard to the need to prevent people from being drawn into terrorism.'

Current close partnership working was considered.

3.13 Future ways of working

A workshop was held in February 2017 for PSB members to reflect on its role, how it could work together better to achieve its objectives, look at new ways of working and consider how to further develop collaborative working.

3.14 Carmarthenshire County Council Transformational Plan

A presentation was received on the Council's regeneration priorities and proposals and linkages with other partners considered.

3.15 Police and Crime Commissioner Plan contribution

Discussion took place as the Police and Crime Commissioner had requested that the PSB members provide their views and priorities for the Police and Crime Plan and on the Police CONTROL strategy – policing priorities.

3.16 New approach to Resilient Communities

Presentation by Amelia John, Welsh Government. The new approach has three priority areas – Employment; Early Years; and Empowerment. The PSB discussed the impact of Communities First locally, noted the proposed way forward and the need to ensure strategic partnership input to future utilisation of funding. The PSB will continue to monitor progress as plans develop.

4. Future Key Areas for PSB Consideration

For the remainder of 2017/18, in addition to the focused work on the development of the Well-being Plan, the focus on engagement and consultation and then approval by the statutory partners, a number of areas have been identified for the PSB's Forward Work Programme. These include:

- Volunteering Opportunities for Public Services
- Hywel Dda University Health Board's 'Transforming Clinical Services Strategy' and 'Transforming Mental Health Strategy'
- Violence against Women, Domestic Abuse and Sexual Violence – regional and local working, shared learning and approaches
- Adverse Childhood Experiences – feedback from Thematic Groups
- Children First – Carmarthenshire as a pilot area
- Overview of the natural environment, volunteering and links to the health and well-being agenda.

- As a result of pending introduction of the new Carmarthenshire Well-being Plan the PSB will need to review its delivery and support structure in order to ensure it is fit for purpose to make progress against the objectives of the Well-being Plan. This review will be undertaken at the start of 2018 once the consultation on the draft plan has been completed.