

**Pembrokeshire Public Services Board**  
**Bwrdd Gwasanaethau Cyhoeddus Sir Benfro**



**8<sup>th</sup> February 2018 at 10am – Haverfordwest Fire Station**

1. Welcome and apologies
2. Minutes of last meeting
3. Action log
4. Well-being Plan for Pembrokeshire
5. AOB

**Date and time of next meeting:**

17<sup>th</sup> April 2018 @ 2pm – Bridge Innovation Centre, Pembroke Dock

**Pembrokeshire Public Services Board**  
**Bwrdd Gwasanaethau Cyhoeddus Sir Benfro**



**8 Chwefror 2018 10am – Gorsaf Dân Hwlfordd**

1. Croeso ac ymddiheuriadau
2. Cofnodion y cyfarfod diwethaf
3. Log gweithredu
4. Cynllun Lles ar gyfer Sir Benfro
5. Unrhyw fusnes arall

**Dyddiad ac amser y cyfarfod nesaf:**

17 Ebrill 2018 am 2pm – Canolfan Arloesedd y Bont, Doc Penfro

**Pembrokeshire Public Services Board**  
**Bwrdd Gwasanaethau Cyhoeddus Sir Benfro**



**MINUTES OF PEMBROKESHIRE PUBLIC SERVICES BOARD**  
**TUESDAY 21<sup>st</sup> November 2017 at 10.00am**  
**Stackpole Outdoor Learning Centre, Stackpole Estate**

**Present:**

Tegryn Jones	Chief Executive, PCNPA (Chair)
Sue Leonard	Chief Officer, PAVS (Vice-Chair)
Ian Westley	Chief Executive, Pembrokeshire County Council
Alec Don	Chief Executive, Port of Milford Haven (left 12.15pm)
Natalie Pearson	Head of Engagement, Welsh Government
Supt. Ian John	Dyfed Powys Police
Jessica Morgan	PLANED
Anna Bird	Head of Strategic Partnership Development, Hywel Dda UHB
Dr Steven Jones (SPJ)	Director of Development, Pembrokeshire County Council
Rowland Rees-Evans	Chair, MAWW Fire Authority
Rob Quin	Assistant Chief Fire Officer, M&WW Fire & Rescue Service
Dai Swan	M&WW Fire & Rescue Service
Ian Scale	Consultant in Public Health, Public Health Wales
Cllr. David Simpson	Leader, Pembrokeshire County Council
Debbie Osowicz	National Probation Service (left 12.00pm)

*In attendance*

Claire George	Partnership and Scrutiny Support Co-ordinator, PCC
Amy Richmond	Engagement, Planning and Performance Manager, Mid & West Wales Fire and Rescue Service
Dr Polly Sills-Jones	Regional Well-being Plan Co-ordinator
Sara Morris	Development Plans and Conservation Manager, PCC (part of meeting)

*Support/Secretariat*

Nick Evans	Partnership & Scrutiny Support Manager, PCC
Lynne Richards	Partnership and Scrutiny Support Co-ordinator, PCC

**Apologies**

Bernadine Rees	Chair, Hywel Dda University Health Board
Steve Moore	Chief Executive, Hywel Dda University Health Board
Sarah Jennings	Director of Governance, Communication and Engagement, Hywel Dda University Health Board
Ros Jervis	Director of Public Health, Hywel Dda University Health Board
Christine Harley	Head of Dyfed Powys Local Delivery Unit, National Probation Service
Sharron Lusher	Principal, Pembrokeshire College
Andrea Winterton	SW Operations Manager Pembrokeshire, Marine and Monitoring, Natural Resources Wales
Jonathan Feild	Employer and Partnership Manager, DWP

The meeting commenced at 10.05am.

## 1. Welcome and Apologies

Introductions were made and apologies received from those listed above.

The Chair noted that there was no NRW representative in attendance and as a statutory partner this had implications as to whether the meeting was quorate. With the agreement of all partners, the Chair determined that as there was no business on the agenda which would require a significant decision to be made regarding the PSB's core statutory functions, it was appropriate for the meeting to go ahead with the caveat that if an item required a substantive decision or if a topic proved contentious then it would be deferred to the next meeting.

## 2. Minutes of last meeting

The minutes of the last meeting held on Tuesday 26<sup>th</sup> September 2017 were agreed as an accurate record.

## 3. Action Log

Defibrillator Project – RQ gave an update on progress since the last meeting. There was now an accurate picture of the number of defibrillators in the County (175). Pembrokeshire College had submitted a bid for LEADER funding to support safety in communities which would involve training to raise confidence in the use of defibrillators and details of where they can be accessed. He and AR would now be looking at working with charities to support fundraising and purchase of equipment at a reduced price and would also be looking into training providers and locations where training could be held.

AB noted that SJ had contacted the Charitable Funds Manager in Hywel Dda UHB and confirmed that it would be possible to bid into the fund to provide some support for the project. She would be meeting with the manager later in the week to discuss this in further detail.

Financial contributions to PSB work – NE noted that work on this was still in progress.

Poverty in Pembrokeshire event – SPJ said that the event due to take place in October had been cancelled due to an issue with one of the guest speakers and would be re-arranged in the new year. PSB partners would be notified of the date in due course.

National Assembly call for evidence – AB asked whether Pembrokeshire PSB would be submitting a response to the call for evidence on PSB contributions to combatting poverty. NE would co-ordinate a Pembrokeshire PSB response.

NE

## 4. Well-being Plan

### 4a Executive Summary: Future Generations Commissioner written advice

NE stated that the advice was designed to help PSBs move forward with development of Well-being Plans and the FGC's office had noted that the intention was not for the advice to be interpreted as an exercise in compliance. There were several hyperlinks in the full

advice letter which gave examples of good practice which would be useful when it came to informing the development of the detailed activity to deliver the PSB's work streams.

Several areas of the advice were highlighted by PSB members. AB noted that there was an emphasis on how plans should be place-based and SL noted the strong focus on the importance of lived experiences. A number of PSB members stated that in parts of the letter there was a lack of understanding as to some of the good work already happening in the county and that more Pembrokeshire-specific comments would have been helpful.

PSB members discussed the issue of data sharing and the possible development of an agreement or protocol to better enable this between partners. This would provide the opportunity to demonstrate the trust within the PSB as a group and it was noted that this initiative should be clear on its purpose and objectives rather than simply collecting data for the sake of it. RQ agreed to bring a project proposal to the next meeting setting out key principles for PSB partners to sign up to in order to move forward with this work.

RQ

#### 4b Partnerships Overview and Scrutiny Committee 31-10-2017

NE outlined discussions from the last Partnerships O&S Committee meeting following presentation to the Committee of Pembrokeshire's Draft Well-being Plan and noted their comments to PSB as follows;

- That the PSB needed to support our communities by doing things differently
- That the use of community assets and community buildings should be maximised
- That the Committee supported ideas such as job swaps to encourage grassroots change
- That there was a need to involve the workforce whenever significant change was being considered
- That the Committee supported the development and growth of social enterprises for maximum economic benefit
- That the PSB should improve its methods of engagement and ensure people can join in the bits of the conversation they are interested in

Partners noted the comments of the Committee and agreed that these would be considered as part of its consultation response and as the PSB moved forward into the detailed activity planning stage.

#### 4c Delivery arrangements for the Well-being Plan

NE summarised the paper outlining the steps that would need to be taken over the next couple of months to prepare for delivery of the Plan and in particular establishing co-ordinating groups under each workstream to scope and plan work. He stated that delivery mechanisms required strong and direct links to the PSB to ensure proper accountability and it was proposed that named PSB member leads would be responsible for the leading the co-ordinating groups. TJ noted that this was a process that was required to move forward with the preparation of the Plan and it was not a matter requiring a substantive decision, therefore there was no reason why this necessary work could not be progressed.

NE noted that support officers from PSB partners would be required to be part of the co-ordinating group in addition to the PSB members listed in the proposal. Names of an

additional two/three officers to create a sufficient pool of support would therefore be required and NE would contact prospective staff over the next week. A meeting of support officers would be held before Christmas to start planning the work of the co-ordinating groups, in particular to ensure there was a shared understanding and consistency of method in how each group undertook the task before it. Co-ordinating groups would meet in the New Year and begin the task of scoping the detailed activity and delivery ideas to sit under each work stream, with each reporting back to the next meeting of PSB in February on progress.

#### 4d Carmarthen and Ceredigion Well-being Plans

As requested at the last meeting, the Well-being Plans for Carmarthenshire and Ceredigion were noted.

AB said that it would also be important to take the West Wales Area Plan into consideration in production of Pembrokeshire's Well-being Plan, although it was noted that this would be difficult to mismatched timescales. The document would be circulated to the PSB for information when available and kept in mind for a future presentation at a PSB Regional event.

#### 4e Pembrokeshire Co-production Network

SL presented an update on the work of the Pembrokeshire Co-production Network. She noted that there had been some issues in taking the work of the group forward since it was discussed by the PSB in April due to staff not having time to commit to attending meetings. In order to support the PSB to engage with citizens and communities the following would be required;

- work of the network needed to be co-ordinated and the framework document (previously approved by the LSB) needed to be reviewed and brought up to date
- Dedicated officer time to work on PSB engagement priorities and funding bids where necessary

PSB members discussed the request made on behalf of the network together with resourcing issues and the role of Town and Community Councils in obtaining the views of citizens. JM noted that PLANED might be able to assist with a member of staff to draw the group together dependent on grant funding.

## **5 Membership of the PSB: Town and Community Councils**

SL presented a paper proposing to extend the membership of the PSB to include representation from town and community councils.

The membership of the PSB was briefly discussed and SPJ noted that the Town and Community Council Liaison Group were due to meet next on 4<sup>th</sup> December. TJ noted that there was a general agreement by the PSB to review membership once the Plan was published to take into account the priorities expressed in the Plan and its delivery requirements, and potential opportunities to involve other partners. It was also noted that town and community councils would need to decide as to who would represent them on the PSB and the mechanism through which the views of all town and community councils would be represented. Partners agreed that it would be useful to engage with the sector via the Town and Community Council liaison group and seek their views on how it would

address this issue. It was suggested that the review of PSB membership, in addition to a review of the terms of reference (to strengthen the detail around how members should participate in the work of the PSB), should be deferred until after publication of the Well-being Plan.

**NE for agenda (post-May 18)**

## **6 Communities First Review update**

NE stated that this was an update report setting out the progress being made in relation to the review of Communities First and use of the legacy fund. IW asked that PSB members consider the content of the report circulated and forward any comments to NE for inclusion in the report to be presented to Cabinet in the New Year as appropriate.

**ALL**

## **7 PCC Local Development Plan – Plan Review**

SM gave an overview of the process for reviewing the Local Development Plan. The two documents which would form part of the consultation would be the delivery agreement, detailing a timetable of who would be involved, and the review report which would list the areas which would be focused on as part of the review. SM asked for engagement and involvement from the PSB going forward and noted that regular updates would be provided.

## **8 Pembrokeshire Cultural Heritage Strategy stakeholder workshop**

SPJ said that the paper circulated to PSB members provided details of a workshop due to be held on Monday 4<sup>th</sup> December which would seek to explore whether there were opportunities for different regional and national agencies to contribute to taking forward a cultural heritage strategy across Pembrokeshire. PSB members with a contribution to make towards this area of work were asked to forward details of representative to attend the workshop to NE.

**Relevant PSB members**

## **9 AOB**

There was no other business.

It was noted that the next meeting would take place at Haverfordwest Fire Station and that details of the location and parking instructions would be circulated prior to the meeting.

The meeting ended at 12.20pm.





**COFNODION BWRDD GWASANAETHAU CYHOEDDUS SIR BENFRO**

**DYDD MAWRTH 21<sup>ain</sup> Tachwedd 2017 am 10.00am**

**Canolfan Dysgu Awyr Agored Ystagbwll, Ystâd Ystagbwll**

**Presennol:**

Tegryn Jones	Prif Weithredwr APCAP (Cadeirydd)
Sue Leonard	Prif Swyddog PAVS (Is-gadeirydd)
Ian Westley	Prif Weithredwr Cyngor Sir Penfro
Alec Don	Prif Weithredwr Porthladd Aberdaugleddau (gadawodd 12.15pm)
Natalie Pearson	Pennaeth Ymgysylltu Llywodraeth Cymru
Yr Uwcharolygydd Ian John	Heddlu Dyfed Powys
Jessica Morgan	PLANED
Anna Bird	Pennaeth Datblygu Partneriaeth Strategol BIP Hywel Dda
Dr Steven Jones (SPJ)	Cyfarwyddwr Datblygu Cyngor Sir Penfro
Rowland Rees-Evans	Cadeirydd Awdurdod Tân CAGC
Rob Quin	Prif Swyddog Tân Cynorthwyol, Gwasanaeth Tân ac Achub CAGC
Dai Swan	M Gwasanaeth Tân ac Achub CAGC
Ian Scale	Ymgynghorydd mewn lechyd Cyhoeddus, lechyd Cyhoeddus Cymru
Y Cyng. David Simpson	Arweinydd Cyngor Sir Penfro
Debbie Osowicz	Y Gwasanaeth Profiannaeth Cenedlaethol (gadawodd 12.00pm)

*Yn mynychu*

Claire George	Cydgysylltydd Cymorth Partneriaeth a Chraffu, CSP
Amy Richmond	Rheolwr Ymgysylltu, Cynllunio a Pherfformiad, Gwasanaeth Tân ac Achub Canolbarth a Gorllewin Cymru
Dr Polly Sills-Jones	Cydgysylltydd Cynllun Ffyniant Rhanbarthol
Sara Morris	Rheolwr Cynlluniau Datblygu a Chadwraeth, CSP (rhan o'r cyfarfod)

*Cymorth / Ysgrifenyddiaeth*

Nick Evans	Rheolwr Cymorth Partneriaeth a Chraffu, CSP
Lynne Richards	Cydgysylltydd Cymorth Partneriaeth a Chraffu, CSP

**Ymddiheuriadau**

Bernadine Rees	Cadeirydd Bwrdd Iechyd Prifysgol Hywel Dda
Steve Moore	Prif Weithredwr Bwrdd Iechyd Prifysgol Hywel Dda
Sarah Jennings	Cyfarwyddwr Llywodraethu, Cyfathrebu ac Ymgysylltu Bwrdd Iechyd Prifysgol Hywel Dda
Ros Jervis	Cyfarwyddwr Iechyd Cyhoeddus Bwrdd Iechyd Prifysgol Hywel Dda
Christine Harley	Pennaeth Uned Cyflawni Lleol Dyfed Powys, Y Gwasanaeth Profiannaeth Cenedlaethol
Sharron Lusher	Prifathrawes Coleg Sir Benfro
Andrea Winterton	Rheolwr Gweithrediadau D-O Sir Benfro, Morol ac Monitro, Cyfoeth Naturiol Cymru
Jonathan Feild	Rheolwr Cyflogwyr a Phartneriaethau, DWP

Dechreuodd y cyfarfod am 10.05am.

## 1. Croeso ac Ymddiheuriadau

Gwnaed cyflwyniadau a derbyniwyd ymddiheuriadau'r rhai a restrwyd uchod.

Nododd y Cadeirydd nad oedd unrhyw gynrychiolydd CNC yn mynychu ac, fel partner statudol, roedd goblygiadau i hyn o ran a oedd cworwm yn y cyfarfod neu beidio. Gyda chytundeb holl bartneriaid, penderfynodd y Cadeirydd ei bod yn briodol i'r cyfarfod fynd rhagddo am nad oedd unrhyw fusnes ar yr agenda a fyddai'n gofyn gwneud penderfyniad arwyddocaol ynghylch swyddogaethau statudol craidd y BGC, gyda'r cafeat pe bai eitem yn gofyn gwneud penderfyniad sylweddol neu phe bai pwnc yn ddadleuol y byddai'n cael ei ohirio tan y cyfarfod nesaf.

## 2. Cofnodion y cyfarfod diwethaf

Cytunwyd bod cofnodion y cyfarfod diwethaf, a gynhaliwyd ar ddydd Mawrth 26<sup>ain</sup> Medi 2017, yn gofnod cywir.

## 3. Cofnod Gweithredu

Prosiect Diffibrilwyr – Rhoddodd RQ ddiweddiad ar gynnydd ers y cyfarfod diwethaf. Erbyn hyn roedd darlun manwl gywir o nifer y diffibrilwyr yn y Sir (175). Roedd Coleg Sir Benfro wedi cyflwyno cynnig am gymorth LEADER i hybu diogelwch mewn cymunedau a fyddai'n golygu hyfforddiant i fagu hyder mewn defnyddio diffibrilwyr a manylion ble maent ar gael. Byddai ef ac AR yn edrych ar weithio gydag elusennau i gefnogi codi arian a phrynu offer am bris gostyngol a byddai hefyd yn edrych ar ddarparwyr hyfforddiant a mannau lle byddai modd cynnal hyfforddiant.

Nododd AB bod SJ wedi cysylltu â Rheolwr Cronfeydd Elusennol BIP Hywel Dda a chadarnhaodd y byddai modd cynnig i'r gronfa am rywfaint o gymorth i'r prosiect. Byddai'n cyfarfod y rheolwr yn ddiweddarach yn yr wythnos i drafod hyn yn fanylach.

Cyfraniadau ariannol at waith y BGC – nododd NE fod gwaith ar hyn yn dal ar y gweill.

Achlysur Tlodi yn Sir Benfro – Dywedodd SPJ na chafodd yr achlysur a ddylai fod wedi digwydd ym mis Hydref ei gynnal oherwydd problem gydag un o'r siaradwyr gwadd ac y byddai'n cael ei ad-drefnu yn y flwyddyn newydd. Byddai partneriaid BGC yn cael hysbysiad o'r dyddiad yn y man.

Galw'r Cynulliad am dystiolaeth – Gofynnodd AB a fyddai BGC Sir Benfro'n cyflwyno ymateb i'r alwad am dystiolaeth ar gyfraniadau BGC at ymladd tlodi. Byddai NE yn cydgysylltu ymateb BGC Sir Benfro.

NE

## 4. Cynllun Ffyniant

### 4a Crynodeb Gweithredol: cyngor ysgrifenedig Comisiynydd Cenedlaethau'r Dyfodol

Dywedodd NE y lluniwyd y cyngor i gynorthwyo BGC symud ymlaen gyda datblygu Cynlluniau Ffyniant a bod swyddfa CCD wedi nodi nad y bwriad oedd dehongli'r cyngor fel ymarfer mewn cydymffurfriad. Roedd amryw hypergysylltiadau yn y llythyr cynghori

llawn yn rhoi enghreifftiau o arferion da a fyddai'n ddefnyddiol ar gyfer datblygu'r gweithgaredd manwl i gyflawni ffrydiau gwaith y BGC.

Tynnodd aelodau'r BGC sylw at amryw feysydd o'r cyngor. Nododd AB fod pwyslais ar sut ddylai cynlluniau fod yn seiliedig ar le a nododd SL y canolbwynt cryf ar bwysigrwydd profiadau bywyd. Dywedodd amryw o aelodau'r BGC bod diffyg dealltwriaeth o'r gwaith da oedd yn digwydd eisoes yn y sir mewn rhannau o'r llythyr ac y byddai sylwadau mwy penodol i Sir Benfro wedi bod yn ddefnyddiol.

Trafododd aelodau'r BGC fater rhannu data a phosibilrwydd datblygu cytundeb neu brotocol i hyrwyddo hyn rhwng partneriaid. Byddai hwn yn gyfle i ddangos yr ymddiried o fewn y BGC fel casgliad ac fe nodwyd y dylai'r arweiniad hwn fod yn glir ynghylch ei ddiben ac amcanion yn hytrach na dim ond casglu data er ei fwyn ei hun. Cytunodd RQ y byddai'n dod â chynnig prosiect i'r cyfarfod nesaf yn dangos egwyddorion allweddol i bartneriaid y BGC eu derbyn er mwyn symud ymlaen gyda'r gwaith hwn.

RQ

#### 4b Pwyllgor Craffu a Throsolygu Partneriaethau 31-10-2017

Amlinellodd NE drafodaethau o gyfarfod diwethaf y Pwyllgor Craffu a Throsolygu Partneriaethau yn dilyn cyflwyno Cynllun Ffyniant Drafft Sir Benfro iddo a nododd sylwadau'r Pwyllgor i'r BGC fel a ganlyn:

- Bod angen i'r BGC gynorthwyo ein cymunedau trwy wneud pethau'n wahanol
- Y dylid gwneud y gorau o ddefnyddio asedau ac adeiladau cymunedol
- Bod y Pwyllgor yn cefnogi syniadau fel ffeirio swyddi i hybu newid sylfaenol
- Bod angen cynnwys y gweithlu pryd bynnag yr oedd newid sylweddol yn cael ei ystyried
- Bod y Pwyllgor yn cefnogi datblygiad a thwf mentrau cymdeithasol er mwyn y budd economaidd mwyaf
- Y dylai'r BGC wella ei ddulliau ymgysylltu a sicrhau y gall pobl ymuno yn rhannau'r sgwrs y mae ganddynt ddiddordeb ynddynt

Nododd partneriaid sylwadau'r Pwyllgor gan gytuno y byddai'r rhain yn cael eu hystyried fel rhan o'i ymateb i'r ymgynghoriad ac wrth i'r BGC symud ymlaen i'r cyfnod cynllunio gweithgaredd manwl.

#### 4c Trefniadau cyflawni'r Cynllun Ffyniant

Crynhodd NE y papur yn amlinellu'r camau y byddai angen eu cymryd yn ystod y mis neu ddau nesaf i baratoi ar gyfer cyflawni'r Cynllun ac, yn arbennig, sefydlu grwpiau cydgysylltu dan bob ffrwd waith i gwmpasu a chynllunio gwaith. Dywedodd fod dulliau cyflawni'n gofyn cysylltiadau cryf ac uniongyrchol â'r BGC i sicrhau atebolrwydd priodol ac awgrymwyd y byddai aelodau arweiniol penodol o'r BGC yn gyfrifol am arwain y grwpiau cydgysylltu. Nododd TJ fod hon yn broses ofynnol er mwyn symud ymlaen gyda pharatoi'r Cynllun ac nad oedd yn fater sydd angen penderfyniad sylweddol. Felly, nid oedd unrhyw reswm pam na ellid symud y gwaith angenrheidiol hwn yn ei flaen.

Nododd NE y byddai gofyn bod swyddogion cymorth o bartneriaid y BGC yn rhan o'r grŵp cydgysylltu yn ogystal ag aelodau'r BGC a restrwyd yn y cynnig. Felly, byddai gofyn enwau dau neu dri swyddog ychwanegol i greu cronfa ddigonol o gymorth a byddai NE yn cysylltu â darpar staff yn ystod yr wythnos nesaf. Byddai cyfarfod o swyddogion cymorth yn cael ei gynnal cyn y Nadolig i ddechrau cynllunio gwaith y grwpiau

NE

cydgysylltu, yn arbennig i sicrhau bod cyd-ddealltwriaeth a chysondeb dulliau wrth i bob grŵp ymgymryd â'r gwaith o'i flaen. Byddai grwpiau cydgysylltu'n cyfarfod yn y Flwyddyn Newydd ac yn dechrau cwmpasu'r gweithgaredd manwl a syniadau cyflawni ar gyfer pob ffrwd waith, gyda phob un yn cyflwyno adroddiad ar gynnydd i gyfarfod nesaf y BGC ym mis Chwefror.

#### 4d Cynlluniau Ffyniant Sir Gâr a Cheredigion

Fel y ceisiwyd yn y cyfarfod diwethaf, nodwyd Cynlluniau Ffyniant Sir Gâr a Cheredigion.

Dyweddodd AB y byddai hefyd yn bwysig ystyried Cynllun Ardal Gorllewin Cymru wrth gynhyrchu Cynllun Ffyniant Sir Benfro, er y nodwyd y byddai hyn yn anodd oherwydd amserlenni gwahanol. Byddai'r ddogfen yn cael ei chylchredeg i'r BGC er gwybodaeth pan fydd ar gael a'i hystyried i'w chyflwyno mewn achlysur Rhanbarthol y BGC yn y dyfodol.

#### 4e Rhwydwaith Cydgynhyrchu Sir Benfro

Cyflwynodd SL y diweddaraf ar waith Rhwydwaith Cydgynhyrchu Sir Benfro. Nododd y bu rhai problemau wrth ddwyn gwaith y grŵp yn ei flaen ers i'r BGC ei drafod ym mis Ebrill oherwydd nad oedd gan staff amser i fynyachu cyfarfodydd. Er mwyn cynorthwyo'r BGC i ymgysylltu â dinasyddion a chymunedau, byddai gofyn y canlynol:

- Roedd angen cydgysylltu gwaith y rhwydwaith ac roedd angen adolygu a diweddarau fframwaith y ddogfen (a gymeradwywyd eisoes gan y BGLI)
- Gweld bod gan swyddogion amser unswydd i weithio ar flaenoriaethau ymgysylltu a chynigion am arian y BGC lle bo angen

Trafododd aelodau'r BGC y cais a wnaed ar ran y rhwydwaith ynghyd â materion adnoddau a swyddogaeth Cynghorau Tref a Chymuned wrth gael barn dinasyddion. Nododd JM y gallai PLANED gynorthwyo efallai gydag aelod o'r staff i dynnu'r grŵp ynghyd yn dibynnu ar gymorth grant.

### **5 Aelodaeth y BGC: Cynghorau Tref a Chymuned**

Cyflwynodd SL bapur yn cynnig ymestyn aelodaeth y BGC i gynnwys cynrychiolaeth cynghorau tref a chymuned.

Trafodwyd aelodaeth y BGC yn fyr a nododd SPJ y byddai Grŵp Cyswllt y Cynghorau Tref a Chymuned yn cyfarfod nesaf ar 4<sup>ydd</sup> Rhagfyr. Nododd TJ bod cytundeb cyffredinol yn y BGC i adolygu aelodaeth ar ôl cyhoeddi'r Cynllun i ystyried y blaenoriaethau yn y Cynllun a'i ofynion cyflawni, a chyfleoedd i gynnwys partneriaid eraill. Nodwyd hefyd y byddai angen i gynghorau tref a chymuned benderfynu pwy fyddai'n eu cynrychioli ar y BGC a pha drefniant fyddai ar gyfer cynrychioli sylwadau holl gynghorau tref a chymuned. Cytunai'r partneriaid y byddai'n ddefnyddiol ymgysylltu â'r sector trwy grŵp cyswllt y Cynghorau Tref a Chymuned a gofyn am ei farn ynghylch sut fyddai'n rhoi sylw i'r mater hwn. Awgrymwyd y dylid gohirio adolygu aelodaeth y BGC, yn ogystal ag adolygu'r cylch gorchwyl (i atgyfnerthu'r manylion ynghylch sut ddylai aelodau gyfranogi yng ngwaith y BGC), tan ar ôl cyhoeddi'r Cynllun Ffyniant.

**NE ar  
gyfer yr  
agenda  
(ar ôl  
Mai 18)**

**NE i  
gadw  
cyswllt  
â grŵp  
TCC**

### **6 Diweddariad Adolygiad Rhoi Cymunedau'n Gyntaf**

Dyweddodd NE bod hwn yn adroddiad diweddarau'n cyflwyno'r cynnydd sy'n cael ei wneud mewn cysylltiad ag adolygu Rhoi Cymunedau'n Gyntaf a defnyddio'r gronfa etifeddiaeth. Gofynnodd IW i aelodau'r BGC ystyried cynnwys yr adroddiad a gylchredwyd ac anfon unrhyw sylwadau at NE i'w cynnwys yn yr adroddiad sydd i'w gyflwyno i'r Cabinet yn y Flwyddyn Newydd fel y bo'n briodol.

**PAWB**

## **7 Cynllun Datblygu Lleol CSP – Adolygiad y Cynllun**

Rhoddodd SM olwg dros broses adolygu'r Cynllun Datblygu Lleol. Y ddwy ddogfen a fyddai'n ffurfio rhan o'r ymgynghori yw'r cytundeb cyflawni, yn manylu ar amserlen pwy fyddai dan sylw, ac adroddiad yr adolygiad a fyddai'n rhestru'r meysydd i ganolbwyntio arnynt fel rhan o'r adolygiad. Gofynnodd SM am ymgysylltiad a chyfranogiad y BGC yn y dyfodol a nododd y byddai diweddariadau rheolaidd yn cael eu darparu.

## **8 Gweithdy rhanddeiliaid Strategaeth Etifeddiaeth Ddiwylliannol Sir Benfro**

Dyweddodd SPJ fod y papur a gylchredwyd i aelodau'r BGC yn rhoi manylion gweithdy i'w gynnal ar ddydd Llun 4<sup>ydd</sup> Rhagfyr a fyddai'n ceisio gweld a oedd cyfleoedd i wahanol asiantaethau rhanbarthol a chenedlaethol gyfrannu at ddwyn strategaeth etifeddiaeth ddiwylliannol yn ei blaen ledled Sir Benfro. Gofynnwyd i aelodau'r BGC gyda chyfraniad i'w wneud at y cylch gwaith hwn anfon manylion cynrychiolydd i fynychu'r gweithdy at NE.

**Aelodau  
perthnas  
ol y BGC**

## **9 UFA**

Nid oedd unrhyw fater arall.

Nodwyd y byddai'r cyfarfod nesaf yn cael ei gynnal yng Ngorsaf Dân Hwlfordd ac y byddai manylion y lleoliad a chyfarwyddiadau parcio'n cael eu cylchredeg cyn y cyfarfod.

Daeth y cyfarfod i ben am 12.20pm.



**ACTION LOG****Pembrokeshire Public Services Board Meeting, Tuesday 21<sup>st</sup> November 2017  
Stackpole Outdoor Learning Centre, Nr Pembroke**

<b>Present</b>	Tegryn Jones Sue Leonard Ian Westley Alec Don Natalie Pearson Supt. Ian John Jessica Morgan Anna Bird Dr Steven Jones (SPJ) Rowland Rees-Evans Rob Quin Dai Swan Ian Scale Cllr. David Simpson Debbie Osowicz  <i><u>In attendance</u></i> Claire George Amy Richmond Dr Polly Sills-Jones Sara Morris  <i><u>Support/Secretariat</u></i> Nick Evans Lynne Richards	Chief Executive, PCNPA (Chair) Chief Officer, PAVS (Vice-Chair) Chief Executive, Pembrokeshire County Council Chief Executive, Port of Milford Haven (left 12.15pm) Head of Engagement, Welsh Government Dyfed Powys Police PLANED Head of Strategic Partnership Development, Hywel Dda UHB Director of Development, Pembrokeshire County Council Chair, MAWW Fire Authority Assistant Chief Fire Officer, M&WW Fire & Rescue Service M&WW Fire & Rescue Service Consultant in Public Health, Public Health Wales Leader, Pembrokeshire County Council National Probation Service (left 12.00pm)  Partnership and Scrutiny Support Co-ordinator, PCC Engagement, Planning and Performance Manager, Mid & West Wales Fire and Rescue Service Regional Well-being Plan Co-ordinator Development Plans and Conservation Manager, PCC (part of meeting)  Partnership & Scrutiny Support Manager, PCC Partnership and Scrutiny Support Co-ordinator, PCC
<b>Apologies</b>	Bernadine Rees Steve Moore Sarah Jennings Ros Jervis Christine Harley Sharron Lusher Andrea Winterton Jonathan Feild	Chair, Hywel Dda University Health Board Chief Executive, Hywel Dda University Health Board Director of Governance, Communication and Engagement, Hywel Dda University Health Board Director of Public Health, Hywel Dda University Health Board Head of Dyfed Powys Local Delivery Unit, National Probation Service Principal, Pembrokeshire College SW Operations Manager Pembrokeshire, Marine and Monitoring, Natural Resources Wales Employer and Partnership Manager, DWP

No.	Action	Owner	Target Date	Resolution
1.	Co-ordinate a Pembrokeshire PSB response to the National Assembly call for evidence on PSB contributions to combatting poverty	NE	End November 2017	Completed
2.	Bring a project proposal to the next meeting setting out key principles for PSB partners to sign up to in order to move forward with development of a data sharing protocol	RQ	February 2017	Update at meeting. This work is incorporated under the Doing Things Differently project in the Well-being Plan
3.	Arrange meeting of PSB support officers from all partner agencies to begin the process of planning how to support the PSB Co-ordinating groups in taking forward the delivery of the Well-being Plan	NE	Before Christmas 2017	Meeting held on 12 <sup>th</sup> December
4.	Liaise with Town and Community Councils regarding representation on the PSB via Town and Community Council Liaison Group	NE	Within next six months	Report provided for Town and Community Council Liaison group to consider at its meeting on 4 <sup>th</sup> December, awaiting response
5.	Comments on Communities First Review update to be forwarded to NE	ALL	End December 2017	-
6.	PSB members with a contribution to make towards Cultural Heritage to forward details of representative to attend the workshop on 4 <sup>th</sup> December to NE	All relevant PSB members	End November 2017	Seminar postponed, to be re-arranged in new year

**Pembrokeshire Public Services Board**  
**Bwrdd Gwasanaethau Cyhoeddus Sir Benfro**



**Item 4**

<b>DATE OF MEETING</b>	8 <sup>th</sup> February 2018
<b>REPORT TITLE</b>	<b>Well-being Plan for Pembrokeshire</b>
<b>PURPOSE</b>	To approve the final draft Well-being Plan to enable sign-off by individual statutory partners.
<b>CONTENT</b>	<ol style="list-style-type: none"> <li>1. Summary report</li> <li>2. Appendix A: Well-being Plan for Pembrokeshire – final draft</li> <li>3. Appendix B: Welsh Government response letter</li> <li>4. Appendix C: Future Generations Commissioner’s letters 18/12/17 &amp; 28/09/17</li> <li>5. Appendix D: Summary of consultation responses</li> </ol>
<b>RECOMMENDATION(S)</b>	That the PSB approves a final draft version of the Well-being Plan, subject to revisions to take account of any amendments agreed at the meeting.
<b>AUTHOR</b>	Nick Evans, Partnership and Scrutiny Support Manager

## Item 4

### Well-being Plan for Pembrokeshire

#### Consultation

At its meeting on 26<sup>th</sup> September 2017, the PSB approved a draft version of the Well-being Plan for Pembrokeshire to go out to public consultation. The consultation ended on 2<sup>nd</sup> January 2018 and a final draft of the Well-being Plan, having taken into account the comments and feedback received, is attached at **appendix A**.

In summary:

- We received 21 responses from individuals, 2 from groups / organisations and 1 non-identifying to the online survey. We also received general comments by way of specific correspondence from stakeholder / community groups and other partnership bodies, including:
  - Dyfed-Powys Police
  - Mid and West Wales Fire and Rescue Service
  - Arts Council for Wales
  - Hub Africa Cymru
  - Oxfam
  - Wales Biodiversity Partnership
  - Milford Haven Town Council
  - Royal Society for the Protection of Birds
  - Port of Milford Haven
  - Future Generations Commissioner for Wales
  - Welsh Government
- Pembrokeshire County Council's Partnerships Overview and Scrutiny Committee (which is designated with the statutory responsibility to scrutinise the work of the PSB) considered the draft Well-being Plan at its meeting on 31<sup>st</sup> October 2017 and made the following comments, recommending that these be fed back to the PSB:
  - That the PSB needed to support our communities by doing things differently
  - That the use of community assets and community buildings should be maximised
  - That the Committee supported ideas such as job swaps to encourage grassroots change
  - That there was a need to involve the workforce whenever significant change was being considered
  - That the Committee supported the development and growth of social enterprises for maximum economic benefit
  - That the PSB should improve its methods of engagement and ensure people can join in the bits of the conversation they are interested in
- In addition, formal letters have been received from Welsh Government and the Future Generations Commissioner for Wales in response to the consultation. These are attached at **Appendices B** and **C**.

All responses have been carefully considered and various amendments and additions have been made to strengthen the draft Well-being Plan in response to the comments which have

been received. A summary report setting out the main collated feedback from the consultation and the PSB's proposed response is attached at **appendix D**.

## **Main changes to the draft Well-being Plan following consultation**

The substantive content of the Plan is largely the same (albeit with a bit more detail, nuance and some merging of ideas) as the consultation version, however PSB will note a significant difference in how the Plan is structured and presented.

While in the draft version proposed activity was arranged under the separate work streams of Living and Working, Resourceful Communities, Tackling Rurality and Protecting the Environment, for the final version it is proposed to arrange the activity as a series of integrated projects which make a contribution across and towards all the four work streams (which have been re-named as 'priorities').

This change in presentation is mainly in response to two factors:

- feedback from Welsh Government and the Future Generations Commissioner has consistently challenged the PSB to demonstrate how activity is integrated and to set out how the steps in the Plan will maximise the contribution to the economic, environmental, social and cultural elements of well-being, and to the national well-being goals.
- a consistent message from meetings of the four Co-ordinating Groups (established at the last meeting of PSB to scope activity under each of the four former work streams) is the inter-relationship and connectedness of our priorities. The approach set out in the draft Plan risks re-enforcing silos and does not reflect how the activities relate to and complement each other across the Plan as a whole.

Therefore, in the final draft the activity has been organised into 8 projects which are clearly integrated and connected, and can be linked back to the four priorities of Living and Working, Protecting Our Environment, Tackling Rurality and Resourceful Communities, but can also stand alone as distinct pieces of work. This is a fundamental shift away from traditional methods of strategic partnership planning where activity has been presented on a thematic basis, addressing the 'big' topics in isolation with no integration between related pieces of work.

## **Housing**

The issue of affordable and appropriate housing has emerged throughout the planning process as a major factor influencing people's well-being. However, housing is currently absent from the Plan as the Co-ordinating Groups have struggled to define exactly what the PSB can do together to address this.

PSB is invited to consider if it would like to include something around housing in the final Plan and if so, be clear to develop something meaningful for the partnership (i.e. outside of the statutory responsibilities of an individual partner) and which the majority of partners can contribute towards.

## **Process for final sign-off of the Well-being Plan**

Each statutory partner of the PSB is required to sign-off the Well-being Plan as individual bodies. The process for finalising the Well-being Plan is set out below:

8 <sup>th</sup> February 2018	PSB agrees a final draft of the Well-being Plan
8 <sup>th</sup> March 2018	Pembrokeshire County Council
19 <sup>th</sup> March 2018	Mid and West Wales Fire and Rescue Service
22 <sup>nd</sup> March 2018	Natural Resources Wales
29 <sup>th</sup> March 2018	Hywel Dda University Health Board
17 <sup>th</sup> April 2018	PSB approves final version of the Well-being Plan and agrees to its publication

# Well-being Plan for Pembrokeshire

Final Draft February 2018



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## Foreword

I am pleased to introduce Pembrokeshire Public Services Board's (PSB) Well-being Plan. This plan replaces the Pembrokeshire Single Integrated Plan 2013 – 2018 and it reflects the requirements and expectations set out in the Well-being of Future Generations Act (Wales) 2015.

The Act requires each local authority area in Wales to establish a PSB and places a collective 'well-being duty' on each Board. This means that through working together - and by working differently - public, private and voluntary sector partners are required to produce a plan which sets out how we will improve the well-being of people and communities in Pembrokeshire, now and in the future.

As you will see in the plan, the PSB has identified a number of priorities, and a range of projects it will take to improve well-being in Pembrokeshire. It is important to understand that the PSB is only focussed on areas where working in partnership will have the greatest impact and where our collective influence adds value above and beyond what we already do as individual organisations. This plan is not about duplicating what is already being delivered through other plans though clearly we are mindful of the need to align work where appropriate and are sighted on other important pieces of work.

A wide range of stakeholders and residents have played an important role in the development of this plan and on behalf of the PSB, I would like to thank all those who took the time to contribute to this process. We are keen that this is only the beginning of an ongoing conversation between the PSB and the people and communities we serve and as you will see in the plan, we intend to work closely with communities to build positive relationships from which mutually desirable solutions can be developed.

Finally, while the relationships that exist between the partner organisations serving Pembrokeshire have always been positive, we recognise that we can always do more to protect and improve the well-being of our people and communities. The Well-being of Future Generations (Wales) Act provides us with the perfect opportunity to do just that.

**Tegryn Jones**

Chair, Pembrokeshire Public Services Board

# Pembrokeshire 2018

## Did you know?

Population of  
124,000

Can provide 25% of UK  
petrochemicals and 30%  
of UK gas requirements

85% businesses employ less than  
10 people

25% of the  
population is  
over 65

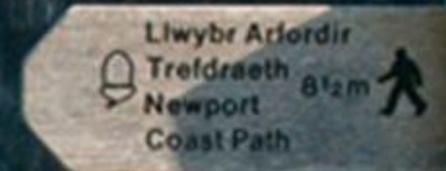
4,000,000 visitors stay  
in Pembrokeshire  
each year

290km of coastal  
path

Over 20,000  
adults volunteer

Average Household  
Income in 2016:  
£23,192

10 Special Areas of Conservation  
77 Sites of Special Scientific Interest  
4 Special Protection Areas



# The Well-being of Future Generations (Wales) Act 2015

The Well-being of Future of Future Generations (Wales) Act 2015 gives a legally-binding common purpose of seven **Well-being Goals** and five **Ways of Working** designed to support and deliver a public service that meets the needs of the present without compromising the ability of future generations to meet their own needs.

## Long term



The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.

## Prevention



How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

## Integration



Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.

## Collaboration



Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

## Involvement



The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

Goal	Description of the goal
<b>A prosperous Wales</b>	An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
<b>A resilient Wales</b>	A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
<b>A healthier Wales</b>	A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
<b>A more equal Wales</b>	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).
<b>A Wales of cohesive communities</b>	Attractive, viable, safe and well-connected communities.
<b>A Wales of vibrant culture and thriving Welsh language</b>	A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
<b>A globally responsible Wales</b>	A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

# Pembrokeshire Public Services Board

The Well-being of Future Generations Act places a well-being duty on specified public bodies across Pembrokeshire to act jointly and establish a statutory **Public Services Board** (PSB). The Pembrokeshire PSB was established in April 2016 and it is tasked with improving the economic, social, environmental and cultural well-being of Pembrokeshire by contributing to the achievement of the Well-being Goals through the delivery of a local **Well-being Plan**. The PSB membership is made up of senior representatives from the following organisations:

- [Pembrokeshire County Council](#)
- [Natural Resources Wales](#)
- [Hywel Dda University Health Board](#)
- [Mid and West Wales Fire & Rescue Service](#)
- Pembrokeshire Coast National Park Authority
- Pembrokeshire Association of Voluntary Services
- Pembrokeshire College
- National Probation Service
- Port of Milford Haven
- Dyfed-Powys Police
- Job Centre Plus
- Public Health Wales
- PLANED
- Dyfed-Powys Police & Crime Commissioner
- Welsh Government

Whilst the Well-being of Future Generations Act is a statutory duty placed on the actions of the PSB, we wholeheartedly embrace the spirit of the Act. Pembrokeshire PSB is already functioning differently, to demonstrate its commitment to the Act.

**The Well-being Plan represents the additional value that can be delivered through working innovatively and collaboratively. It does not replace the core services of the individual organisations nor is its purpose to simply reflect the good work already being undertaken by individual partners. As individual bodies we will align our strategic objectives with that of the PSB where appropriate.**

## Guiding principles

The PSB has identified **guiding principles** or **cross-cutting themes** that will enable the PSB to work differently; they shape the Well-being Plan and how we will continue to improve our knowledge around the strengths, assets and well-being of our people and communities, and how we will work differently.

### Listening:

All people, communities and organisations will have their voices heard. The PSB will develop a mechanism to have continuous engagement with communities and we are committed to developing co-produced solutions through engagement and involvement of people, community groups, town and community councils and all interested stakeholders.

### Understanding:

Through continuing engagement and exploration of what matters, we will seek to understand well-being in Pembrokeshire. A research hub/platform will hold information and understanding about Pembrokeshire in order to ensure best practice is shared and our assessment of what matters is kept as up to date as possible. This will have wide access and links well with several of our work streams.

### Changing:

The PSB is committed to collaboration and innovation in order to add value across social, economic, cultural and environmental well being. Linked to the research hub/platform a Creativity Centre will welcome innovation and ideas from all and any sources. This could be supported by a special fund to drive community innovation.

## **Sustainable Development:**

The Sustainable Development Principle and 5 ways of working are integral to the PSB's work. This means that everything we do is considered in terms of integration, collaboration, involvement, prevention and the long term to ensure that we deliver what we need to today without compromising the ability of future generations to meet their own needs.

## **Leading by example:**

The PSB will support Pembrokeshire through the collective assets, resources and skills of partner organisations. Furthermore, the PSB recognises its unique position for positive influence and the opportunity we have as major employers with a considerable number of employees in the county (roughly a quarter of those employed) working in PSB partner organisations. We can demonstrate our commitment to the Well-being Plan in the changes we make to our working practices as organisations and through the support we offer to our employees.

## **Other important plans & strategies:**

The Well-being Plan and our ongoing delivery planning is shaped by local, regional and national plans and strategies, such as the West Wales Care Partnership Area Plan, Swansea Bay City Deal, Local Development Plans and Area Statements. We will align activity where appropriate and ensure that efforts are not duplicated. There will be synergy in the direction of travel through a consistent approach to strategic planning and a shared understanding of common objectives and purpose.

## **Welsh Language:**

We are committed to treating the Welsh and English languages on an equal basis when providing services to the public. We also recognise the need to work hard to promote and encourage the use of Welsh in all aspects of work place and community activity.

# Our Well-being Objectives

One of the first tasks for the PSB was to produce a [Well-being Assessment](#) which sets out what 'well-being' means to people in Pembrokeshire. Work on the assessment was undertaken during 2016-17 and consisted of an extensive programme of engagement with residents and stakeholders, an on-line survey, and a comprehensive review of data and research to establish the current situation in Pembrokeshire and how it might look, to the best of our knowledge, in the future.

The key issues emerging from the Assessment were then explored in a workshop with PSB sub-partnership group members and other key stakeholders in April 2018, and from this two broad **Well-being Objectives** were identified to act as the framework through which the PSB can prioritise the key areas of focus in its Well-being Plan. These are:

## Who We Are



We want to help our people, communities and organisations so that we can support ourselves and each other

## Where We Live



We want to protect and enhance our natural assets whilst optimising economic prospects, accessibility and health for all

A further multi layered engagement programme was then undertaken to identify **four priorities** (two under each objective) to identify the key issues for people. The activities included stakeholder focus groups, a priority-setting survey (completed at events across the county and online), a PSB workshop, and several events for front-line staff. By using the Sustainable Development Principle or the Ways of Working to articulate the situation and issues in Pembrokeshire, we set out we think these are the most important issues to address on the following pages.

# Our priorities - Who We Are



## ❖ Priority 1 - Living & Working

Our Assessment showed that a considerable proportion of our young people leave Pembrokeshire to seek education, training and employment opportunities elsewhere. While some return to settle in the County in later life, there can be difficulty filling employment opportunities in both unskilled and highly skilled, well-paid roles. Despite Pembrokeshire being a wonderful place to live, recruiting doctors, social workers, teachers, engineers, entrepreneurs and many other roles, is challenging and costs the county considerably both financially and in terms of services provided. This trend will continue in the **long term** unless action is taken to attract new talent and investment to our County and to enable those born here to attain the skills which allow them to remain. PSB members are major employers in Pembrokeshire, so a **collaborative** approach to tackling this issue through **involvement** with those in the education and employment sectors, and by looking beyond our borders for innovative solutions to **prevent** the drain of talented young people from our County, must be our response.

## ❖ Priority 2 - Resourceful Communities

Our Assessment explored self-sustaining communities and the idea that the key contributory factor to community well-being and care for the vulnerable is the people themselves. Pembrokeshire has an active community of volunteers and they make a positive contribution to the well-being of communities in Pembrokeshire and supporting the well-being of those around them. Our communities are dynamic and constantly changing and we need to build on our existing strengths and create resourcefulness and capacity to **prevent** communities weakening or fracturing. **Longer term** trends such as centralised service 'hubs', greater regionalisation and a general draw back of services from localities can adversely impact on the fabric of our communities. It is important that communities are involved and given the opportunity and support to identify and develop solutions which are right for them. The PSB has considerable reach into communities across the County and will work **collaboratively** to foster a sense of citizen pride and purpose which actively supports individual and community well-being.

## Our priorities - Where We Live



### ❖ Priority 3 - Tackling Rurality

Our Assessment considered the issue of rurality and concluded that while Pembrokeshire is not particularly deprived when viewed through traditional measures of determining poverty, our rurality does create inequities in many areas. These are often hidden or unacknowledged and could with better understanding and greater **collaboration** be **prevented** or mitigated. Rural poverty manifests itself in a number of ways, for example, the significant additional cost and challenge that comes from the proximity of services, transport, fuel and utilities, and employment. **Long term** trends see fuel costs rising, and increasing pressures on access to services as they are withdrawn due to financial constraints in the public sector. To soften the impact of this on those who live in our rural communities, traditional models of service delivery need to be re-examined. The skills and expertise across the PSB provide a perfect opportunity to redefine service delivery for Pembrokeshire. The people of our communities will need to be **involved** in contributing and co-designing the appropriate models for Pembrokeshire, and utilising advances in technology and doing things differently will be crucial to our success.

### ❖ Priority 4 - Protecting our Environment

Pembrokeshire is a beautiful county, with an outstanding and diverse natural environment. Moreover, our economy is built on Agriculture, Tourism and Energy, all highly dependent, and impactful, on our environment. Like the rest of the world, our environment is under threat from the impacts of climate change as well as the effects of our historic and current ways of living and working. The global and local situation is likely to worsen over the **long term**. We must **collaborate** at a strategic and local level to respond positively to climate change, to adapt appropriately, and **prevent** further loss of biodiversity. The PSB is well placed to lead the changing of behaviour; to support individuals, communities, organisations and businesses to embrace sustainable practices and new technologies. It is crucial that everyone is engaged and **involved** in the cultural and behavioural shift required to live in a more sustainable way.

## How the plan is set out

Our plan is fully integrated; this means that the projects and actions we set out work towards meeting all four priorities, and maximise our contribution to the seven national Well-being Goals and the delivery of our Well-being Objectives. This is a change from how we have traditionally undertaken strategic planning, whereby activity was structured under one big theme such as Environment or Health.

Identifying projects which cut across these traditional thematic boundaries enables us to work in a more integrated way, recognising the inter-related nature of well-being in its broadest sense. We are clear that improving the economic, environmental, social and cultural well-being of people and communities cannot be undertaken in isolation but needs to be seen as part of an integrated, holistic approach.

The following pages set out the **eight projects** we plan to deliver and include some initial detail as to the steps we will look to take, indicative timescales for undertaking the work, and the positive impact we think this work can have for individuals and communities in Pembrokeshire if we are successful in delivering the Plan.

We also set out against each project how the work contributes to our four priorities of Living and Working, Resourceful Communities, Tackling Rurality and Protecting Our Environment as well as how each project maximises our collective contribution to the national Well-being Goals.

# Well-being Plan projects

## Who we are



- ❖ Living & Working
- ❖ Resourceful Communities

1. Recruitment and Employment Transformation Framework

2. Environmental and Climate Change Risk Assessment

3. Becoming a Carbon Neutral County

4. Doing Things Differently

5. Celebrating the Great Outdoors

6. Community Participation

7. Understanding our Communities

8. Meaningful Community Engagement

## Where we live



- ❖ Tackling Rurality
- ❖ Protecting Our Environment

## 1. Recruitment and Employment Transformation Framework

A cross-PSB commitment to developing a **Recruitment and Employment Transformation Framework** to support people to work in Pembrokeshire

- Support people, particularly young people and those with protected characteristics, to get into employment through PSB partners offering a range of placements to promote opportunities to gain experience in the work place e.g. paid internships, graduate placements, graduate schemes, work experience, traineeships and apprenticeships
- Collaborate to improve recruitment and retention in key sectors through the development of a shared approach across the public and private sectors to market the county to potential employees
- Develop a shared approach to staff wellbeing across PSB partners; identify and promote an environment which supports good mental health and job satisfaction in the workplace

### Indicative timescale:

**Short to medium term project: 1-5 years**

### Who will be involved:

All PSB partners

Private sector

Schools and learning providers

### What will be our impact: towards Pembrokeshire 2030

Our young people have a high quality and rewarding school and college education, with a clear progression to exciting and fulfilling jobs and careers. Through the implementation of our initiatives, Pembrokeshire is a thriving, wealthy county where people choose to live and work. People are keen to relocate to the county and content to stay, as the opportunities afforded to those committed to a positive work-life balance are extensive. Employers across the public, private and third sector offer comprehensive and meaningful CPD to all employees through a range of innovative secondments, training and skills development.

Well-being Priorities	How a <b>Recruitment and Employment Transformation Framework</b> links across the Well-being Plan
Living & Working	Economic well-being is a key pillar for overall well-being. By creating opportunities for improved economic viability and job satisfaction, we will make Pembrokeshire a more viable and attractive place to live and work.
Resourceful Communities	By supporting people to live and work in the County communities will be strengthened as fewer people leave the area.
Tackling Rurality	The rurality of Pembrokeshire is both a wonderful asset but also a challenge. The way we live and work must be aligned to where we are. Done right, our working practices will enhance the experience of living in the county and will have a significant impact on rural poverty.
Protecting the Environment	All the projects in this plan must protect and enhance the environment. Moreover, keeping environmental change in mind may offer considerable exciting opportunities in terms of technological advances and opportunities for renewable energies..

Well-being Goal	How a <b>Recruitment and Employment Transformation Framework</b> contributes to the national Well-being Goals
Prosperous	All the actions taken here will directly contribute to the Prosperous Wales goal; developing a skilled and well-educated population in an economy that generates wealth and employment opportunities.
Healthier	Economic well-being and job satisfaction can go a long way to promote mental health, and potentially happier people are more active and therefore more physically healthy too.
More Equal	These actions are designed to enable people to fulfil their potential no matter what their personal circumstances through enhancing economic well-being and directly addressing inequalities in economy.
Cohesive	By enhancing people's economic well-being, these actions will promote participation in viable and safe communities.
Culture	The potential to promote the Welsh language in these actions is significant. Moreover, the infrastructural changes to make Pembrokeshire more attractive will promote participation in recreational activities.

## 2. Environmental and Climate Change Risk Assessment

**Produce an Environmental and Climate Change Risk Assessment** and develop appropriate measures in response

- Undertake an assessment of the environment to include biodiversity and resilience of eco systems and the impact of climate change on Pembrokeshire taking into account future trends and scenarios
- The risks, trigger points and actions identified in the assessment will inform responses for the PSB in addition to individuals, communities and organisations

### Time Scales

**Short term project: 1-2 years / Medium and longer term actions will emerge following the Assessment.**

### Who will be involved:

All PSB partners  
Town and Community Councils  
Local community groups

### What will be our impact: towards Pembrokeshire 2030

The Risk Assessment, undertaken in 2018-19, identified a wide range of actions and responses. These were carried out by individuals, communities and organisations, and have had a dramatic effect on the county as a whole. The people of Pembrokeshire wholeheartedly engage with the environment and hold themselves responsible on an individual level for the protection of our beautiful natural spaces and biodiversity. Our communities are resilient places undertaking practical measures in advance of the potential threats from the impact of climate change. And our organisations are committed to protecting the environment, constantly reviewing future trends and scenarios to ensure that they remain efficient and effective.

Well-being Priorities	How an <b>Environmental and Climate Change Risk Assessment</b> links across the Well-being Plan
Living & Working	By ensuring that as a county, we are demonstrating our commitment to sustainability and long term social, economic, environmental and cultural viability we will make Pembrokeshire an attractive place for people to live and work..
Resourceful Communities	The Risk Assessment will provide extensive opportunities for communities to come together to respond positively to mitigating some of the risks identified and will encourage education and the promotion of community initiatives, volunteering and active citizenship.
Tackling Rurality	Environmental sustainability is for everyone, both now and in the future. This project will ensure that our communities and organisations respond positively to change and deliver fit-for-purpose services to the people of Pembrokeshire.
Protecting the Environment	Understanding the threats to our environment and the impact of climate change on our communities will lead to viable, positive responses that will protect and enhance our environment.

Well-being Goal	How an <b>Environmental and Climate Change Risk Assessment</b> contributes to the national Well-being Goals
Prosperous	The responses to the Risk Assessment have the potential to create extensive opportunities that will enhance the prosperity and economic wealth of individuals and communities as well as having environmental impact.
Resilient	This project will provide the crucial information required to support communities to be resilient to climate change and promote the biodiversity of the local environment.
Cohesive	By bringing communities together and supporting positive responses, these actions will promote attractive, viable and safe communities.
Global	These actions represent the communities of Pembrokeshire making a genuine contribution towards global well-being.

### 3. Carbon Neutral County

Work towards a **Carbon Neutral and environmentally balanced County** with a long term aim to become carbon positive

- Linking to our value of leading by example PSB partners will commit to adopting a fundamentally different approach to working practices that supports environmental sustainability, resource efficiency and carbon emissions reduction to take our place as part of a globally responsible Wales
- Develop the networks and infrastructure that will further support integrated green transport systems for Pembrokeshire e.g. electric charging points, active travel, community transport
- Support organisations and communities to seek green solutions to improving the quality of our public realm and to increase the resilience of ecosystems and resilience to climate change

#### Time Scales

**Medium to long term project: 1-12 years**

#### Who will be involved:

All PSB partners

Town and Community Councils

Schools

Local community groups

#### What will be our impact: towards Pembrokeshire 2030

Our carbon emissions have reduced significantly and we are now working towards becoming the first carbon positive county in Wales. Our organisations are leading the way in green working practices. We have a fully integrated and sustainable transport system and many of our communities have already achieved carbon neutral status or are working hard to do so: some have green/electric car-share collectives, others have community renewable energy. All our communities are fully engaged in community initiatives to reduce carbon emissions.

Well-being Priorities	How <b>Carbon Neutral County</b> links across the Well-being Plan
Living & Working	The PSB employs a considerable proportion of the population. By changing our own working practices, we will collectively be improving living and working in the county.
Resourceful Communities	This work will support communities to seek environmentally sustainable initiatives and networks that have the potential to bring people together and improve overall well-being.
Tackling Rurality	This project will support our communities and organisations to identify and develop innovative and creative responses to rural challenges around poverty and transportation infrastructure.
Protecting the Environment	By working towards a Carbon Neutral county, we will be making the sorts of changes to the way we live and work that have a long term impact on protecting the environment.

Well-being Goal	How <b>Carbon Neutral County</b> contributes to the national Well-being Goals
Prosperous	Seeking to become carbon neutral, we will identify and promote opportunities for developing a skilled population in an economy that generates wealth and employment in a low carbon society.
Resilient	These actions will directly support the resilience of ecosystems and biodiversity of our communities through community initiatives and participation.
Healthier	These actions will enhance physical and mental health such as in the promotion of active travel and individuals' relationship with nature.
Cohesive	By bringing communities together and supporting positive responses and community initiatives, these actions will promote attractive, viable and safe communities.
Global	The improvements we make in our organisations and across the county, in working towards being Carbon Neutral, will go a significant way to meeting our obligation to be responsible global citizens.



Well-being Priorities	How <b>Doing Things Differently</b> links across the Well-being Plan
Living & Working	This project has the potential to transform living and working in the county, for example through a change in working practices for individuals and organisations and in how we access services.
Resourceful Communities	Service delivery will require the involvement of communities in the co-design and co-production of services; this provides an opportunity for communities to come together to create solutions to issues they face.
Tackling Rurality	These actions directly relate to the challenges of rurality in the county in that they will transform how and where services are delivered so they are fit-for-purpose.
Protecting the Environment	By exploring and exploiting the potential of digital and technological advances in solutions for the county, and looking for innovative approaches such as co-location of services, this project may offer positive impacts on the environment.

Well-being Goal	How <b>Doing Things Differently</b> contributes to the national Well-being Goals
Prosperous	This project holds great potential for a more Prosperous Wales, with exciting employment opportunities for working in the public and private sectors.
Healthier	Improved information sharing between agencies and innovative and technological solutions will support the delivery of health services e.g. Tele-health
More Equal	Improved access to services afforded through innovative approaches e.g. Tele-health, will address inequalities for all in the county.
Cohesive	Communities will be integral in the co-design and co-production of services, and the development of solutions fit for the communities they serve.

## 5. Celebrating the Great Outdoors

**Celebrating the great outdoors** and using this key asset to support all elements of individual and community well-being

- Promoting the environment as a health asset to improve health and well-being, addressing social isolation, improving mental health and wider health benefits through projects such as social and green prescribing
- Increase opportunities for young people to use the outdoors as a learning environment, particularly for young people in the County with limited access, linking in with education providers, and learning from the outdoor schools network.; developing an understanding and long term appreciation of the environment and how it can be protected will have positive impact on the relationship, choices and interaction people have with the environment.
- Using the outdoors as a means for supporting cultural and recreational activities and events

### Time Scales

**Short to medium term project: 1-5 years**

### Who will be involved:

All PSB partners

Schools & other learning providers

Third / voluntary sector

Arts Council for Wales

### What will be our impact: towards Pembrokeshire 2030

The people of Pembrokeshire cherish and enjoy the outdoors recognising what a special place Pembrokeshire is. There is a wide range of activities from growing produce in community gardens, outdoor cultural events and numerous learning and social opportunities. The importance of being outdoors for health has spread far and wide, and many more take part in recreational activities. The implications for our county's health is significant and people are reporting themselves as happier and healthier. The people of Pembrokeshire are also strongly committed to caring for their environment, seeing the enormous value it offers to them and to future generations.

Well-being Priorities	How <b>Celebrating the Great Outdoors</b> links across the Well-being Plan
Living & Working	Enhancing our relationship with nature and the environment will improve the overall well-being of individuals. Mental health will be better and therefore general health, attendance and productivity will also be improved.
Resourceful Communities	Using the outdoors as a means for supporting cultural and recreational activities and events supports creativity and innovation and will bring communities together to help them to help themselves.
Tackling Rurality	A deeper and more meaningful understanding of nature and environment,, from an early age, will ensure that there is a healthy respect for our rural county.
Protecting the Environment	Experiencing nature positively and developing a strong connection to where we live will mean that we will be more committed to protecting our environment.

Well-being Goal	How <b>Celebrating the Great Outdoors</b> contributes to the national Well-being Goals
Prosperous	Research shows that having a strong relationship with nature improves overall well-being and health, thus we will be supporting a more effective and productive workforce.
Resilient	Research shows that improving nature relatedness leads to individuals having more environmentally sustainable attitudes and behaviours. This means that communities may be more active in their environments and take responsibility.
Healthier	A strong connection to nature leads to lower levels of stress and higher levels of happiness and overall well-being leading to better mental health. Moreover, people will be more physically active in the outdoors.
Cohesive	By bringing communities together to experience and enjoy nature, we will be promoting community cohesion
Cultural	Enhancing nature relatedness, this project provides opportunity to directly enhance cultural aspects of our communities, arts, sports and recreation.
Global	Enhancing the relationship with nature is shown to significantly improve people's attitudes and behaviours around environmental sustainability.

## 6. Community Participation

**Enable community participation** through active citizens and community initiatives

- Encourage and support increased citizen participation and active citizenship through formal or informal volunteering, time banking, community action, standing for election to the community/County Council
- Identify Community Champions, people who are interested in leading on key issues (for example, environment, recycling, enterprise, resilience, well-being) to build resilience and capacity in communities to enable people to support themselves more effectively

### Time Scales

**Short to medium term project: 1-5 years**

### Who will be involved:

All PSB partners

Town and Community Councils

Local community groups

Third / voluntary sector

### What impact will we have: towards Pembrokeshire 2030

Volunteering is commonplace and people actively participate in their communities recognising the value this adds to individuals and to the County as a whole. Things happen from the bottom up and grassroots organisations are enabled and supported to achieve their goals. The good practice of PSB partner organisations has been shared and all employers now provide time for employees to contribute to their communities. Most communities have hubs for active participation and these coordinate dynamic and exciting projects. Elections for local government are widely contested and candidates are represented across all age ranges, gender, race and ethnicity. Our communities are vibrant places to be, everyone is valued and everyone is involved.

Well-being Priorities	How <b>Community Participation</b> links across the Well-being Plan
Living & Working	Individuals and communities will become more engaged and active in the decisions that affect them, this may provide opportunities for innovation and enterprise, as well as enhancing the experience of living in Pembrokeshire.
Resourceful Communities	Through volunteering and active participation, our communities will become more resourceful and resilient to the challenges and changes affecting them.
Tackling Rurality	Communities hold the key to finding solutions to tackling the issues, challenges and inequalities of rurality, community participation will ensure that people are involved in the decisions that affect them.
Protecting the Environment	This project encourages community participation, and the introduction of initiatives that invite understanding how to protect the environment.

Well-being Goal	How <b>Community Participation</b> contributes to the national Well-being Goals
Prosperous	This project holds potential for initiatives and enterprises to arise from communities that will contribute to a more prosperous county.
Resilient	Communities will be actively involved in developing resourceful and resilient responses that meet the needs of the communities themselves.
Healthier	Research has shown that active participation, volunteering and being involved in your community has a significant effect on overall well-being and tackling social isolation.
More Equal	Community participation is for everyone irrespective of personal circumstances.
Cohesive	Community participation is an essential part of community cohesion and the creation of attractive, viable, safe and well-connected communities
Cultural	This project will seek to engage everyone in our communities; it will celebrate language, culture and heritage.
Global	Community participation, volunteering and becoming active in where you live will encourage a more global responsibility and understanding.

## 7. Understanding Our Communities

**Undertake a mapping exercise of our communities**, to include the physical, natural, cultural assets and infrastructure, and the formal and informal social networks within them

- Map the strengths and assets of our communities
- Develop an on-line platform to capture the results of the asset-mapping work, share best practice, publish and update Community Well-being Plans; to be co-designed with communities

### Time Scales

**Short to medium term project: 1-5 years**

### Who will be involved:

All PSB partners	Local community groups
Town and Community Councils	Third / voluntary sector

### Pembrokeshire 2030

Our communities are vibrant and dynamic places where people are actively engaged in their communities. Public buildings and public space are utilised efficiently and are productive and attractive places of play, activity and growth. The online platform is constantly reviewed and renewed by the community themselves, and they are able to identify what they need to help their own individual and community well-being. Vulnerable people know who to go to in order to get support. The PSB works closely with communities to support them in their endeavours.

Well-being Priorities	How <b>Understanding Our Communities</b> links across the Well-being Plan
Living & Working	This project will help communities understand their strengths and needs, this has the potential for individuals and communities to identify opportunities and initiatives that will enhance living and working.
Resourceful Communities	Understanding our communities; how they are changing and how they will be affected by future trends, will enable communities to identify the potential they have and already hold as strengths so they can respond accordingly, becoming more resilient and resourceful.
Tackling Rurality	Linked very closely to rurality, understanding the nature of our communities and the influences upon them will make sure that our services, and the communities themselves, are best able to adapt to the actual needs.
Protecting the Environment	Understanding our communities is crucial for developing the right responses to ensure we protect and enhance our environment by making best use of the strengths and assets which exist.

Well-being Goal	How <b>Understanding Our Communities</b> contributes to the national Well-being Goals
Prosperous	This project holds potential for initiatives and enterprises to arise from communities, that will contribute to more prosperity in the county.
Resilient	Communities will develop resourceful and resilient responses that are relevant to the assets and needs of the communities themselves.
More Equal	Through community mapping and understanding community needs, individuals will be involved in the decisions that affect them. Everyone's voices will be heard in this process.
Cohesive	Communities will be integral in the process of mapping in order to create and promote attractive, viable, safe well-connected communities
Cultural	This project will seek to understand all our communities and their diversity; it will celebrate language, culture and heritage.

## 8. Meaningful Community Engagement

A co-ordinated PSB approach to **meaningful community engagement**, consultation and sharing of knowledge

- Co-produce effective engagement mechanisms with town and community councils, third sector and other stakeholders
- Build community capacity and social capital through the process of citizen engagement – with a particular focus on young people
- Engage with town and community councils (representative democracy) and community groups/associations (participatory democracy) to form local community partnerships

### Time Scales

**Medium to long term project: 1-12 years**

### Who will be involved:

All PSB partners	Local community groups
Town and Community Councils	Third / voluntary sector

### Pembrokeshire 2030

Our Town and Community Councils and other groups all work closely and productively with their communities in order to ensure everyone's voices are heard. People, especially young people, are now involved in the whole decision-making process of things that affect them, from design to delivery. Service providers work with communities to find solutions rather than doing to them. The civic-responsibility agenda is very strong in our schools and youth groups (e.g. the scout movement and Yr Urdd), and young people are proving to be an incredible force for good in our communities. Rather than having specific 'intergenerational centres', our communities are positive places for young and old alike.

Well-being Priorities	How <b>Meaningful Community Engagement</b> links across the Well-being Plan
Living & Working	This will strengthen our understanding of what it means for people to live and work in Pembrokeshire so we can better support them to do so if they so wish.
Resourceful Communities	The process of engagement with individuals and communities, groups and councils will bring communities together, and enable them to become actively involved in the decisions that affect them and support them to develop appropriate solutions.
Tackling Rurality	Engagement, consultation and sharing of knowledge and information will ensure that the responses taken forward to improve the county will tackle aspects of rurality.
Protecting the Environment	In order to protect the environment, biodiversity and climate change, extensive engagement with the public is essential to ensure risks are properly understood and that we can all respond positively to the challenge.

Well-being Goal	How <b>Meaningful Community Engagement</b> contributes to the national Well-being Goals
Resilient	Communities will develop resourceful and resilient responses that are relevant to the assets and needs of the communities themselves.
More Equal	Through community mapping and understanding community needs, individuals will be involved in the decisions that affect them. Everyone's voices will be heard in this exercise.
Cohesive	Communities will be integral in the process of mapping in order to create and promote attractive, viable, safe well-connected communities
Cultural	This project will seek to understand all our communities and their diversity; it will celebrate language, culture and heritage.

# Delivery and monitoring progress

## Delivery

The PSB will ensure that the right organisations and people are aligned to deliver the actions set out in the Well-being Plan. Delivery arrangements will be designed to provide a direct line of accountability to the PSB by requiring individual PSB members to lead or sponsor specific work streams or projects. Full details of our delivery mechanisms are still under development and will be agreed over the next few months. Following the agreement of the structural mechanisms to deliver this Well-being Plan, work will take place to develop a detailed operational delivery plans.

## Monitoring

As part of the process for designing the delivery of work streams, we will identify the measures by which our success will be monitored, using both local indicators and the Welsh Government's set of National Indicators where appropriate. The PSB will develop a performance management framework which enables it to evaluate and refine the Plan and ways of working.

## Annual Report

The PSB is required to produce an Annual Report detailing the steps taken by the PSB to meet the objectives set out in the Well-being Plan. A copy of this report will be sent to Welsh Ministers, the Future Generations Commissioner, the Auditor General for Wales and Pembrokeshire County Council's overview and scrutiny committee (see below).

## Scrutiny

The Council's Partnerships Overview and Scrutiny Committee is responsible for providing democratic accountability and oversight of the work of the PSB. It can review or scrutinise the decisions made or action taken by the PSB, its governance arrangements, and request any individual PSB member to come before it to be scrutinised on the contribution a partner organisation is making to the work of the PSB.

## Contact us

If you can make a contribution to the PSB's work or have any comments or queries on the Well-being Plan or PSB working in general, please contact:

Nick Evans  
Partnership and Scrutiny Support Manager  
Pembrokeshire County Council  
County Hall  
Haverfordwest

Telephone: 01437 775858

Email: [nicholas.evans@pembrokeshire.gov.uk](mailto:nicholas.evans@pembrokeshire.gov.uk)

Website: [Pembrokeshire PSB](#)



## **Welsh Government response to the consultation on the draft Local Well-being Plan for the Pembrokeshire, required by the Well-being of Future Generations (Wales) Act.**

Thank you for sight of the Pembrokeshire PSB draft Local Well-being Plan as a partner among what is clearly a wide range of stakeholders consulted. Welsh Government acknowledges that the preparation of a Local Well-being Plan is a significant undertaking and recognise the amount of work that has been accomplished.

We have structured our response to the consultation as follows (we will be using the same approach in responding to each of the plans):

- General comments providing an overview of thoughts on the plan
- More specific comments on the way in which the plan has been prepared, such as observations on the approach the PSB has taken to choosing the objectives.
- A final summary table which identifies the areas we would suggest could benefit from further development. We are adopting a consistent approach to these matters which have been categorised as follows:
  - Category A – these are significant issues which we hope would be addressed prior to publication of the final plan. They might relate, for example, to compliance with the statutory requirements or major concerns with key elements of the Plan
  - Category B – these are issues which, if addressed prior to publication, would strengthen the final plan. While we acknowledge in the time remaining that may not be possible, we think these important matters will add genuine value to the plan if prioritised alongside early development.
  - Category C – these are matters which would strengthen the plan but could be addressed as it continues to develop and evolve.

## **Overall Thoughts**

We recognise that this is an initial version of the Plan and we understand that it will continue to evolve until publication and beyond. We are reassured about the direction the Board is taking to meet the step-change required.

There is clear ambition in the draft Plan, which is welcomed, and each objective is set out clearly. The narrative is well-written and comprehensive, and the vision for the area is distinct.

The Plan would be strengthened by a clearer explanation of how the steps are intended to maximise the area's contribution to the national well-being goals. At present, although the Plan acknowledges which of the goals the objectives relate to, we feel the relationship between the proposed steps and the well-being goals is not sufficiently explained.

It is promising to see that one of the objectives and some of the steps proposed directly relate to enabling the community to get involved in decisions that affect them.

## **Comments on particular aspects of the Assessment**

### **Structure and Format**

The Plan is logically structured, concise and clearly laid out, making it easy to navigate. It sets out its intentions very clearly and the structure closely reflects those intentions. The language is pitched at an appropriate level for a wide audience and makes the document very readable. The graphics used throughout are clear, relevant and enhance the information contained in the text.

### **Timescales**

Long-term thinking and vision is evident throughout the Plan and the structure helps to emphasise this by setting out the proposed steps in a timeframe. This is a helpful approach, which gives a sense of what might be achievable within the lifetime of the Plan and how it might contribute to outcomes over the longer term. Although we recognise that it is difficult to specify timescales for the medium and longer-term effects, it would be useful to include a broad indication of those timescales. The 'understanding, enabling, changing' approach provides a helpful framework for the Plan, but we would question whether things will always happen in this order, given the starting points will be different for each of the steps.

Welsh Government has developed a brief exercise, available under the Future Trends Resource, to support the PSBs in identifying what potential future impacts, risks and opportunities may occur in their area according to their unique trends. This might assist the Board in identifying and analysing how these trends will affect the local area or the region.

## **Involvement**

We were encouraged to hear about the multi-layered engagement programme which happened during the development of the draft Plan. This will have allowed the Board to fully reflect on the Assessment's findings. We feel the Plan would be strengthened by explaining the nature of that engagement, the approach taken, who was involved, and how the themes were chosen. We understand that engagement was conducted but the scale and scope of the activity is not clear.

The Plan is strong in how it demonstrates the PSB's intention to engage with the community in delivering some of the objectives. Particularly under 'Resourceful Communities' it was evident that partners see communities as an integral part of developing solutions, rather than a stakeholder to consult.

## **Collaboration**

As described in the involvement section, while it is understood that engagement with a broad range of stakeholders was conducted in advance of the Plan, it would be beneficial to explain this process and how it contributed to the themes and objectives proposed.

We recognise that the draft Plan does not currently specify who will take the proposed actions forward, or collaborate to deliver them. In identifying who is best placed to do so, we would encourage the Board to think laterally about those in the area who might contribute to each action.

We understand that these details will be forthcoming when the steps have been finalised and a more detailed plan for delivery is developed.

It is important that the people the PSB engages with can bring the best range of insights, constructive challenge, data and solutions to the PSB. To this end, we would suggest reaching out to some partners who would have an interest in the interventions being proposed, such as existing equality networks, youth forums, employability support services, County Voluntary Councils and businesses operating in the area.

It would be beneficial if the Plan addressed which community and town councils in the area have the duty to take all reasonable steps towards meeting the objectives in the plan. Some discussion around how they might contribute would strengthen the Plan significantly, particularly to the objective relating to Resourceful Communities. At the very least we would expect engagement with each of the community and town councils in the area, to ensure their views are taken on Board.

## **Integration and Prevention**

Although the objectives themselves are very broad and encompass a wide range of activity, there is little attempt within the document to demonstrate how they interrelate. Although

links across the aims are represented graphically, some description of how these links will work in practice would also be valuable. By themselves, the graphics do not adequately represent *how well* the objectives are integrated.

We suggest this could be addressed by explaining how one objective has a direct effect on another, for example, the importance of the economy in supporting community resilience, which promotes self-reliance and has health benefits.

It would also be helpful to explain how different (perhaps less obvious) partners may have a part to play in relation to maximising the benefits of the proposed action - for example, Public Health Wales and its work relating to realising the health benefits of green spaces.

There is evidence of a preventative focus in the Plan, but we feel there is scope to be more explicit and to elaborate on the theme of prevention. More specifically, it would be useful to explore how the particular actions proposed might prevent problems from getting worse, and consider the implications of preventative approaches on the way the Board will operate and deploy resources. It is less clear what the actions might be to tackle the issues that are more difficult to untangle.

### **Balance and Comprehensiveness**

Given the broad nature of its objectives the Plan is fairly well balanced across the four pillars of well-being and includes economic, social, cultural and environmental elements (although the content on culture, in line with many other draft Plans, is relatively limited). For example, there is limited consideration of the “Wales of vibrant culture and a thriving Welsh Language” well-being goal, and how the objectives in the draft might contribute to this.

The draft is less well developed in relation to maximising the area’s contribution to the Well-being Goals. Although the coloured rings are useful in highlighting which goals each work stream will contribute to, there is very little information on precisely how this will happen and how the strength of the contribution will vary across the goals. The Plan could be strengthened through discussing this further.

Regarding maximising the contribution to the well-being goals, it would also be helpful to indicate whether the objectives relate to enhancing current approaches or pursuing new ones.

We feel the draft Plan would benefit from setting some wider context around where it sits in relation to wider partnership working, clarifying where the Board feel it is for them to act and where others are better placed to do so (e.g. regional arrangements). We consider that the draft Plan would be strengthened by reference to other strategies and plans, to address how they complement each other and ensure avoidance of duplication and gaps. For example, since you started preparing the plan, we have published Prosperity for All which

sets out Welsh Government's objectives and steps which provide a useful national context for some of your own priorities.

Similarly, the Board should consider making time to look at neighbouring PSBs' draft Plans, to identify points of common interest or where collective action would maximise the impact of their own proposed actions.

Although the work stream on rurality has an obvious place dimension, there is, overall, little consideration of place within the Plan. Similarly, while some of the steps are implicitly targeted at particular groups of people there is no discussion of different social groups or those with protected characteristics within the Plan. While this might be justifiable, it would be beneficial to clarify how effort in each of the work streams will be focused to achieve the greatest benefits to well-being, be this geographically or by characteristics.

### **Reflective and Critical Approach**

The Plan alludes to some of the reflective and critical thinking that has contributed to its development but the document itself contains relatively little detail.

For example it is not entirely clear how the findings of the Assessment led to the formulation of the objectives, other than mentioning the key issues from the Assessment were explored in workshops. Similarly, although we recognise the Plan is still under development, the proposed steps within the work streams are described in very general terms. Further explanation of why these particular interventions are proposed; why the Board feels they will be effective; and the alternatives considered would reinforce it significantly. These are important elements of planning. Incorporating more detail on how they were approached would therefore provide reassurance that the process was evidence-based and thorough.

The Plan includes some commentary on 'what progress will look like', and includes some early thinking around monitoring and evaluation. While this is welcomed, more detail on monitoring and evaluation would strengthen the Plan. For example it would be helpful to describe how progress in the short and medium, as well as the long term, will be assessed. We understand that these details will be forthcoming when the steps have been finalised and a more detailed delivery plan is developed.

## **Areas for development**

### Category A

Maximising contribution to the national well-being goals (see Balance and Comprehensiveness)

### Category B

Long term actions (see Timescales)

Reflecting engagement undertaken (see Involvement)

Involving other partners (see Collaboration)

Clarity about who will deliver the actions (see Collaboration)

Discussing how the objectives proposed affect each other (see Integration)

Balance across the pillars of well-being (see Balance and Comprehensiveness)

Targeting particular geographical areas, or groups of people (see Balance and Comprehensiveness)

Further discussion of how progress will be assessed (see Reflective and Critical Approach)

Conveying how steps were formulated and how they will be measured (see Reflective and Critical Approach)

### Category C

Enhancing current approaches or pursuing new ones? (see Balance and Comprehensiveness)

Placing the Plan in the wider partnership landscape (see Balance and Comprehensiveness)

Understanding of gaps as a result of the Assessment of Local Well-being (see Reflective and Critical Approach)



By email

18<sup>th</sup> December 2017.

Dear Pembrokeshire PSB and supporting officers,

Thank you for contacting me and providing me with the opportunity to comment on your draft well-being plan, as part of this formal consultation period.

In fulfilling my statutory duty of advising Public Services Boards (PSBs) on how they might take steps to meet their draft objectives, I have recently written a personalised, individual letter to you as a Board. This advice is intended to be used as you develop your well-being plan and consider delivering your objectives and steps. I appreciate the challenging timescales between receiving my letter of advice and publishing your draft well-being plan for consultation. I can see that my advice has not been included yet, but I expect to see it reflected in your final plan for publication. I attach this advice to reiterate this in responding to this consultation.

As you are aware, my role is centred on promoting the sustainable development principle, acting as a guardian of the ability of future generations to meet their needs and encouraging you to take greater account of the long-term impact of the things you do. For that purpose, I have a duty to monitor and assess the extent to which well-being objectives set by public bodies are being met. I would like to restate that the work of the PSBs should not be seen as something separate and isolated from the work of its member bodies. In particular, I will be looking at how the objectives of individual public bodies can contribute to the delivery of your well-being plan.

My team will continue to work with you and others to understand how best to fulfil my duty to providing advice and assistance. As well as the events and training that have already taken place, we are working with others to plan other events and 'tools' that will hopefully provide you with assistance.

In particular, I have recently published a 'Future Generations Framework for Projects' to help ensure public bodies, and others, use the Act as a framework for thinking: <https://futuregenerations.wales/documents/future-generations-framework/>

It will be useful for you to use this framework and other tools as a prompt to enable you to identify the extent to which the steps you propose to take to meet your objectives are attempting to maximise your contribution to the seven well-being goals and five ways of working in the Act.

We would welcome feedback on how useful you find this and any suggestions for improving it.

Please contact me if you have specific queries or concerns.

Many thanks,



Sophie Howe

By email

28/09/2017

Advice from the Future Generations Commissioner to Pembrokeshire PSB

Dear Pembrokeshire 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, which currently are:

- **Where we live:** We want to protect and enhance our natural assets whilst optimising economic prospects, accessibility and health for all. Underpinned by:
  - Tackling rurality; and
  - Protecting the environment.
- **Who we are:** We want to help our people, communities and organisations so that we can support ourselves and each other. Underpinned by:
  - Living and working; and
  - Resourceful communities.

Your draft plan also identifies agreed guiding principles of listening, understanding and changing.

My team have found that talking to you regularly, meeting with some of you last month and seeing your work as it progresses has given them a valuable understanding of how you work together. Thank you for arranging these opportunities and I hope you have also found these regular touch-points helpful in giving you advice along the way.

As my team 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 would encourage you to read this in conjunction with my response to your well-being assessment. I was keen that my reviews of the assessments were 'feed-forward', rather than 'feedback', helping you to consider how to approach continuous assessment and well-being planning. As you know, I have also 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 resources are also intended as advice to you.

The purpose of this advice is not to give you my opinion on your well-being objectives or your draft plan. These are determined and owned by you, as a collective PSB. Instead, this advice is intended to help you challenge the way things are done and demonstrate how you are doing so through your well-being plan. Therefore, the first part of my advice is about how you might work together differently, apply the sustainable development principle and use the five ways of working to challenge business as usual. The second part of my advice is based on your draft objectives and 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.

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

I have said to every PSB that, in setting their steps and publishing a well-being plan, I would like to understand what this means for their area specifically and how this is different to what has been done before. By this, I mean what services will be affected, what commitments you have made and how things are changing for the people of Pembrokeshire. 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 Pembrokeshire?

As I have said to PSBs, I know you don't have all of the answers yet as you are developing your approach to working together differently and consulting on your draft plans. But I am encouraged to see that you have started to relate the rationale behind your objectives and steps to the context of Pembrokeshire and the five ways of working in the draft plan you have sent us. I would encourage that you build on this approach for your well-being plan and as you go about delivering your steps. The questions below hopefully help you to demonstrate you are doing this and challenging yourselves to think differently.

**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? 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 available 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 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). Many PSBs haven't used their assessments to fully understand both the current situation and the scale and nature of the response required. At the moment, it is not clear how services and resourcing will change in Pembrokeshire to be more preventative. 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:** It is important that the people who sit around the PSB table can bring the best range of insights, constructive challenge, data and solutions to the PSB. Have you got the right people around the table, at the right level to make decisions around this 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 this objective?

In delivering the steps, how might your organisations collaborate? 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 jointly funding support, 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 stop just doing something that meets the objective, and instead, demonstrate that you are taking steps which maximise your contribution to each of the goals? 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? 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:** Making 'listening' one of your guiding principles as a PSB is a positive step. I want to see a demonstrated continued focus on this for all PSBs. In fulfilling this, how are you 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?

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. Even now, despite the evidence in the assessments showing a range of alarming trends, it seems PSBs are only engaging in safe and non-contentious territory. To adapt your ways of working requires a fundamentally different approach and you need to give yourselves the time and space as a PSB to question whether current approaches to public service delivery are fit for the future. It is time to explore key pressures and tensions in policy and delivery that you are dealing with every day as leaders of your own organisations. You told my team that the PSB needs to be a place to 'challenge the foolishness' i.e. why is it public services work the way they do? Is it really common sense for the citizen? How can the PSB help you to navigate these issues?

I know you have used the goals to form your objectives, but they are also there to help you, as different organisations with different motivations, to explore these tensions and opportunities of working together to achieve a better public service for Wales. Over the next few months, I want to see PSBs demonstrating how all members can maximise their contribution to, for example, a low carbon society, healthy functioning ecosystems, safe and well-connected communities or protecting the Welsh language, through the objectives and steps they have set. You will need to demonstrate how each of the public bodies represented at your PSB 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 been set. But, 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.

To have these conversations, it is important that PSBs become a place of action, not a place of interesting presentations. I have made the recommendation in ['Well-being in Wales: Planning today for a better tomorrow'](#) that we move away from seeing PSBs as a local authority-led committee meeting, with PSBs building a mutual understanding and respect of each other's professions. The PSB should be about a new way of working, not driven by any one organisation's culture. The Chair of the PSB, how and where meetings are held and how the PSB is supported can all shift mindsets and allow for healthier challenge to 'business as usual'. I hear your approach of nominating the Chief Executive of the National Park as Chair and the Chief Officer of Pembrokeshire

Association of Voluntary Services as Vice Chair is prompting all partners at the PSB to take a leadership role. This is to be commended; and I will be interested to hear how this affects the culture of your PSB over the coming year.

This leadership at PSB needs to permeate throughout your organisations at all levels. As leaders, I am sure that you are part of many partnership structures, meetings and initiatives, but the PSB is meant to be the opportunity for integration and collaboration at a senior and influential level. How can other partnerships be sorted out and tasked with collaborating to take steps to help you meet your objectives? 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 the culture change your draft plan advocates. Across Wales, I have been hearing that this particularly applies to middle management, who are perhaps struggling to compromise current frameworks with the Act. I have a role to recognise and mitigate barriers, but so do you – as senior leaders, in challenging your managers to work differently and be 'safe to fail'.

For your organization to truly own this plan and ensure the steps you set are understood, acted upon and undertaken by your staff through using the five ways of working is a challenge – but vital to the success of improving well-being for future generations. Making this happen depends upon co-ordination of work being the responsibility of all of your organisations. As my advice below advocates, you should move to closer working arrangements across your organisations, 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. I hope you continue to lead an intelligence-based approach to finding different solutions to how things have been previously done.

This advice should be taken by all PSBs, but I appreciate every PSB has taken a different approach to drafting their well-being objectives and will be going about delivering their well-being plan in the context that is right for them. The second section 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.

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

From the regular conversations you have had with my team, I know your supporting officers have worked hard over the summer to draw on your assessment findings and run workshops to gather professional knowledge to draft your objectives and steps. In general, I reiterate my feedback to the well-being assessment, I think seeking to understand the differences across Pembrokeshire as you go about taking steps to meet these objectives will be important and explaining how different things might be impacted e.g. What local services will be impacted if you redirect investment? Are there long-term trends for particular communities that you believe will get worse if you don't take action? Which communities would benefit and how? What can you do differently that contributes to

each of the seven goals? I understand you will be continuing to work on this throughout the next year or so and I suggest you work together to make this more explicit in your well-being planning or state why you don't have the answers yet and what you're going to do about it.

- ***Where we live: We want to protect and enhance our natural assets whilst optimising economic prospects, accessibility and health for all; through tackling rurality.***

Across Wales, rurality is both our unique selling point and a difficulty for many. It's encouraging to see that you have looked at the data more closely in your well-being assessment to understand that the rurality of your area does cause inequalities for some, in spite of traditional methods for measuring poverty. It is also encouraging to see the interconnections between your draft objectives, that the PSB wish to tackle these issues, to create resourceful communities that combat rurality through connectedness, to attract more people to live and work in Pembrokeshire, whilst protecting and celebrating the natural environment.

As I said in my response to your well-being assessment, understanding this issue from the perspective of your organisational change means looking at the long-term challenges for Wales, such as inequalities in health and standard of living, infrastructural resilience, accommodating population change; limited resources for social care; under-provision of housing; people living in poverty; and natural resource depletion through the lens of rurality. The life course approach you took to your well-being assessment was helpful in showing the touch points in people's lives with public services, but in your well-being planning, you need to go further to understand this. Now that you have draft objectives, I would advise you to dig deeper into the data on this issue. Is current provision enough? Are there gaps? Are these issues currently managed adequately and in what areas might they need more collective action? Inequalities in access to services, housing, connectivity and transport are critical to understand well-being in different parts of Pembrokeshire. How does rural poverty manifest itself? Are roads resilient? How fit for purpose is IT provision? What are the limitations on public transport provision? What pressure does rurality place on social services? In this respect, how is the PSB working with the Social Services and Well-being Act Regional Partnership Board in considering their response to rurality across the region? What can the PSB do to influence this work to help you take steps to meet this objective?

The recent report '[Health and Wellbeing in Rural Areas](#)' produced by Public Health England and the Local Government Association highlights issues of rurality in England, but also includes several useful case studies, such as the Fish Well Improvement project in Norfolk, that aims to improve health and well-being in these local areas. Furthermore, the Royal Town Planning Institute's report on '[Poverty, Place and Inequality](#)', includes several recommendations around why place-based approaches are key to tackling poverty and inequality. One recommendation in particular identifies the role that universities should play in local poverty reduction, giving the [case study](#) of the Westfield Action Research Project carried out in partnership with the University of Sheffield.

Across the globe, governments are seeking to address inequalities caused by rurality with, arguably much more challenging circumstances than in Wales. What is common to successful projects is a collaborative approach with the communities living in rural areas, breaking down a traditional relationship between service provider and

receiver, so people become part of finding the solution. [Projects in Bolivia have a success story](#) in encouraging rural women to take the lead in their communities and organizations and lift themselves and their families out of poverty – the communities themselves prioritise and investments and manage funds. Where services are needed, technologies like drones delivering medical supplies, video calls instead of GP appointments and virtual classrooms are all happening now, never mind in the future. 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?

The [Rural Coalition](#) point out that the assets enjoyed by rural communities can improve economic well-being. Rural areas have huge potential for providing essential resources of food, water and energy; for developing the green economy; and for embracing a much wider range of economic activities – especially those linked to IT and home-working. Their report contains recommendations on how communities can become more sustainable for the future. Understanding the assets of these communities and how people connect now and in the future, is important before taking any steps to try to 'fix' the issue.

You will be aware that Ceredigion and Carmarthenshire PSBs have also considered rurality in their well-being planning; Powys PSB are seeking to address connectivity also.

- [\*Where we live: We want to protect and enhance our natural assets whilst optimising economic prospects, accessibility and health for all; through protecting the environment.\*](#)

You have rightly recognised that Pembrokeshire has an outstanding natural environment, with a coastal National Park, a wealth of green spaces, rivers and mountains. The county has a valuable asset to the well-being of its residents and visitors and the decline of traditional industry means your natural environment is being increasingly looked upon to support alternative, sustainable businesses particularly wave, wind and tidal energy. Similarly, the agricultural, food and tourism sectors are significant employers in the County and have concentrated local supply chains. These draw heavily on the quality of the natural environment to develop and sustain their products and services.

The threat of climate change and extreme weather events to the environment, habitats and ecosystems, therefore, represents a massive focus for the PSB. The steps you have drafted to understand, enable and change include undertaking a climate change and environmental risk assessment for community level and development of educational programmes; utilising the environment to promote nature connectedness and linking your objective on resourceful communities, championing those that are engaged in protecting the environment through the PSB's promotion and sponsorship.

As I have noted above, understanding the differences between communities enables you to take the best possible action to mitigate climate change. As your well-being assessment outlines, Pembrokeshire is at risk of both river and coastal flooding, with at least 500 homes at risk at this moment from tidal flooding. Flooding regularly causes disruption to the area, with damage caused to properties in Milford Haven, Pembroke Dock, Haverfordwest and

Neyland in 2013 and 2014. Expected annual damage to residential properties is [estimated to be £22 million](#), and flooding impacts on people's wider well-being long after the initial event, therefore, understanding how different weather events impact on different communities is crucial to prevention and understanding collaboration through a risk assessment.

I understand your draft steps will evolve as you analyse issues more and seek to deliver. At present, they acknowledge the community input to protecting the natural environment but do not address the long-term impacts of climate change that you have identified. You recognised the long-term trend that climate change is going to cause issues for water quality, tourism, grassland productivity and fuel costs in Pembrokeshire. I would like to see the PSB considering the specific effects for Pembrokeshire more in their short, medium and long-term actions. 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. The people of Pembrokeshire rely on the environment for their income, food, water, recreation and much of the land is agricultural or coastal (both of which are highly susceptible to climate change), so I would suggest you factor the aspects most at risk and in need of more management to the steps you are taking as a PSB. Using the seven well-being goals to frame your approach can help all partners understand their contribution to this significant issue. The long-term vision of some of your communities could be that they are eroded into the Irish sea, some are cut off from fresh water supplies and some are isolated from resources. I would suggest you need to look at critical infrastructure at risk from flooding. Are current approaches adequate to cope? Can soil quality continue to support agriculture? 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?

Your own responsibilities as organisations needs to be clear in the steps you take to meet this objective. How can you, as senior officers, create organisations that are more globally responsible and contributing to a resilient Pembrokeshire? To do this, you will need to understand each other's roles and motivations, and understand the significance of issues and the impact it could have on your organization and resources. The role of Natural Resources Wales and the National Coastal Park could be to help you see the collaborative opportunities to maximize your contribution to the seven well-being goals and connectivity to your other objectives. I am speaking at the National Parks Wales seminar next week, where topics to be covered include the challenges facing rural Wales, how national parks work with other public bodies and the scrutiny of their management plans. Together, you also have a large amount of public sector estate and this includes how you plan, design and locate future developments (as part of your Local Development Plan), buildings, infrastructure and other public and community spaces. [The Closing the Circle](#) report on the circular economy and the Welsh Environment is a useful report by Constructing Excellence in Wales, giving practical examples of where the public sector can look to minimise waste and resources in future projects. You can also take inspiration from some of the projects mentioned in the recent [Constructing Excellence Awards](#), such as the Active Classroom. Having a consideration of how 'green' these buildings are, both in terms of energy efficiency and sustainable construction, is a quick win for you as a PSB. 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.

As with other areas, the air quality in Pembrokeshire is impacted by industry and private transport. 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 of goods and people, use and investment in energy, land use and procurement. [The Welsh Government recently published](#) carbon emission levels subdivided by Local Authority. The Welsh Government also released a [Call for Evidence](#) to explore the most effective mechanisms for achieving a carbon neutral public sector by 2030 and I wrote to you urging you to consider and contribute. I will be hosting an event on the 9<sup>th</sup> November, in partnership with Welsh Government and Natural Resources Wales to: explore how the public service 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.

But it is not just down to you. As you have rightly recognized, involving unusual suspects in meeting this objective is critical. What involvement have the PSB had with representatives of the farming community? The impact of agriculture on the environment can be positive and negative, as you've stated there are directives in place to protect water quality from agricultural polluting sources in the county. What are the implications of these water bodies continuously failing standards and not meeting the 2027 commitment? How is industry and business involved in these conversations? Understanding different perspectives can often offer different solutions to the way we have always done things. Your draft steps are currently based on the role communities can play. [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. As you've discovered, restoring woodland, encouraging people to use their cars less frequently and waste less has an impact on your emissions. The [WWF environmental footprint calculator](#) serves a sharp reminder to us all of our potential to impact change.

[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. Projects such as ['Rainscape' through Dwr Cymru](#) suggest ways that we can all mitigate the effects of floods, and an extreme example includes the [Isle of Eigg in Scotland](#), where the community are having a positive impact on their environment by introducing renewable community energy schemes, building sustainable businesses and improving biodiversity. Your well-being assessment suggests that reducing resources are having an impact on the preventative work to sustain the quality of beaches and bathing water – what role can communities play in helping you keep the awards you currently enjoy for residents and tourists?

Your well-being assessment identifies strong renewable energy capacity in the county. I can understand you are balancing the environmental benefits of these schemes, but I would advise you to consider how you encourage this. 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.

Other PSBs seeking to protect their environment and undertake further work to understand the risks for their communities include Blaenau Gwent; the Vale of Glamorgan; and I am aware you are already working closely with Carmarthenshire and Ceredigion, who have identified similar draft objectives.

- ***Who we are: We want to help our people, communities and organisations so that we can support ourselves and each other; through living and working.***

I understand that this draft objective arises from an identified issue in your well-being assessment, around attracting people to live and work in Pembrokeshire. Your draft objectives are all connected, in the rurality of the county sometimes being a bonus and a drawback in this context. As your assessment recognizes, the accessibility of Pembrokeshire can be seen as a barrier and, that despite Pembrokeshire's outstanding natural environment, people and businesses are often reluctant to relocate to there. House prices and suitability are also issues for young people. According to your research, this impacts on the abilities of employers to fill specialist vacancies or to recruit people with sufficient skills.

Tourism continues to be a huge driver of economic activity, with the culture and environment of the area playing a big part in attracting the millions of visitors to Pembrokeshire every year. This inevitably means small to medium enterprises driving the local economy and younger people leaving the county for opportunities elsewhere - [a trend being seen across Wales](#). Comparably, rural communities in Japan and Canada have seen a recent upsurge of younger people staying in their place of birth, both with improved technologies but also by celebrating the way of life and introducing sustainable tourism. [This World Economic Forum article](#) suggests that some of the answers may lie in bottom-up community initiatives, where young people take a sense of pride and ownership in telling others about their heritage and environment, starting small scale businesses that benefit from visiting tourists. These already exist in Pembrokeshire and should be involved in understanding how the PSB can foster growth through its influence; as your draft plan suggests, could this involve young people undertaking apprenticeships or training?

I would advise that, as public service leaders, you consider what actions you can take or influence to meet this objective. It is encouraging to see you considering how you can create opportunities to retain people in the county. How can your organisational policies seek to help sustainable local businesses? How can you integrate your support for these businesses and link with policy and service delivery opportunities at a national and regional level? For instance, how can your procurement procedures be the maximum of what you can do to contribute to a globally responsible Pembrokeshire, and how can you work across the PSB to achieve this? Can your organisational policies seek to help sustainable local businesses, cutting down on transporting goods, rather than focussing on cost alone? [Forum for the Future](#) have published reports on this and my office are working with [Value Wales](#) to pilot new approaches to procurement in the context of the Act. In return, what social

responsibilities do businesses have to their communities? How can the PSB take advantage of these to meet their objectives?

How can you champion equality by attracting talent back or into the county? How can your organisations 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. Can you adopt a business support system based on businesses maximising their contribution to the seven well-being goals?

As such, in approaching this objective, you should consider what innovative approaches you can take. Your assessment is built on traditional models of employment, of people travelling to work and of public services providing employment. The future of work and patterns of employment is quite different to the jobs we are familiar with now. 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 even exist yet. [And, according to McKinsey](#), technology could automate 45 percent of the tasks people are currently paid to do. Have you considered how this could impact on your local economy? How can you act for the long term now and seek to instill skills in young people that are fit for the future? Your well-being assessment highlights how important this is to young people across Wales and they themselves have pointed out that teamwork, communication and confidence are as valuable to young people as good grades when entering the workplace (in the [Prince's Trust recent Results for Life report](#)).

One of your draft steps is in identifying alignment between education and training provision. As a PSB, you must involve local employers, Pembrokeshire College and organisations like the Department of Work and Pensions to collaborate on taking innovative solutions together. This will inevitably mean stopping some things, but your well-being assessment is intended to show you where the focus for public services is needed now and in the long term. For instance, 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? This relates to your draft objective around resourceful communities and making the most of the activism that exists in Pembrokeshire. In the future, work / life balance will become more important and a recent [World Economic Forum blog](#) asks 'What is the meaning of work?' and quotes: "I believe in a future where the point of education is not to prepare you for another useless job, but for a life well lived."

Your young people are also worried about their housing needs in the future, which impairs them from staying in Pembrokeshire. The [Resolution Foundation](#) finds that across the country, [millennials are spending three times as much as their grandparents on housing](#), with today's 30-year-olds half as likely to own a home as their parents - a long term trend now worsening for future generations. As well as developing housing that meets demographic change, Wales also has an opportunity to develop housing that better meets modern conceptions of what it means to live well, adopting technology to allow people to live low-carbon lives. The [Welsh Government has launched a £20 million innovative housing fund](#). Over the next two years, the fund will support both the supply of affordable housing and the improvement of the quality of housing that is delivered. PSBs should be seeking to

influence how this fund is utilised and understand the impact it has on Wales to inform their long-term steps on housing.

People are already reliant on digital infrastructure and this is likely to increase over time in their social and professional lives. Your draft objective around tackling rurality links to the impact that inadequate phone and internet connectivity can have and your engagement survey reflected that people felt improved mobile phone network coverage would enhance their well-being. I would encourage you to consider what influence you can have on private sector business. Neighbouring PSBs are also considering how they can influence digital infrastructure for your areas and I would advise you come together to create a case for better access. Other PSBs drafting similar objectives and steps include Powys; Cardiff; Monmouthshire; and Caerphilly.

- ***Who we are: We want to help our people, communities and organisations so that we can support ourselves and each other; through [resourceful communities](#).***

Your well-being assessment suggests that Pembrokeshire already has resourceful communities. It is an area where people feel a sense of belonging, contribute positively to their communities and are active in living their lives. This is demonstrated by the micro-businesses in your county borough, the 77 community councils and the relatively high levels of volunteering. Creating resourceful communities is about empowering people, building confidence and capability and giving up some of your duties and control as public sector organisations. As you have started to do in your draft plan, you should consider what meaningful positive steps you can take for residents to realise their own strengths, which should be about taking action rather than writing strategies or creating red tape.

As my team discussed with your Vice Chair, deepening your understanding of communities is best learnt from the lived experiences of people who live there. Involving your staff, getting out and about to speak to people and collaborating with them to deliver projects is a way of winning the trust of communities and seeing positive results. Similar work is already being done in [Hubberston and Hakin](#) through the Big Lottery funded Building Communities Trust. You may not know who the potential community leaders and connectors are in some areas, so if you are committed to this, re-purpose your resources to do more work in communities, to begin to know a place as the people who live there know it. No doubt that doing this will help you in understanding how tackling rurality might be approached on a place-basis and give you an understanding of the environment in that locality too. Again, involving 'unusual suspects' in the work of the PSB, schools, colleges, the Community Councils and the third sector play an important role in connecting people. In some areas, community organisations have been funded to act as community coordinators for older people through the Social Services and Well-being Act – linking them with local activities and services in their area and helping them to stay active and well. How can the PSB task the Regional Partnership Board to help them meet this objective when it comes to preventing loneliness, ill-health and being independent? The third sector have a wealth of knowledge and experience in this respect. [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.

How are you involving young people in these discussions? I have been working closely with the Children's Commissioner for Wales, to produce advice on taking a child's rights approach to maximising contribution to the seven national well-being goals. It is important to recognise children's rights across each of the well-being goals and how they should inform Wales' approach to implementing the five ways of working. 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. Public bodies and PSBs should therefore give a greater focus to children's rights and well-being in their ongoing assessment work and Well-being planning. 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 in 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.

The population of older people in Pembrokeshire is an asset with almost a quarter of the population aged 65 or over, set to be 34% of the population by 2039. As you acknowledge, this part of the of the population are often the volunteers, community activists and participants in civic life. [The Older People's Commissioner](#) recently wrote to you outlining how you could recognise the potential of this part of the population. Is this objective also seeking to prevent people becoming frail and isolated? Loneliness and social isolation affect people of all ages, particularly in rural communities. But as your assessment shows, older people particularly value feeling connected to their communities. Linking this to the objective on rurality, research [by Ageing Well Wales](#) has shown that loneliness in older people is closely linked to poor mental and physical health, how can you maximise the benefits of increased involvement to improve the health of older people in your area? The example I have been citing to other PSBs is your own [Solva Care](#), but there are also examples like [Men's Sheds Cymru](#), happening across Wales that the PSB could encourage and support.

Many people will only get involved in something if it's fun and of benefit to them. It is encouraging to see that you are considering how the cultural assets of Pembrokeshire can be used to enable people to get involved. How can you use the heritage, language, traditions and natural environment to enable people to participate? There is a real opportunity here for you to think about how you maximise your contribution to the national goals. [The Arts Council for Wales' strategy, which](#) outlines some of the benefits involvement in creative activity can have on the health, cohesion and skills of the population could help you recognize how projects can have multiple benefits for your organisations. 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 well-being, older people and place-based commissioning. Your assessment found that people associate their creativity, their language and their heritage with their well-being. The Welsh Language Commissioner's team have been working with my office, considering

how they best help PSBs to consider the role they can play in growing the Welsh language, as set out in '[Cymraeg 2050](#)'. Please let my team know if you would like to connect with relevant individuals in these organisations.

The national bodies working to the Act are also keen to integrate their work with that of PSBs and your objective provides an opportunity to consider what role Sport Wales, Arts Council for Wales, National Museum and National Library of Wales, may be able to play in how your steps to meet this objective could maximise contribution to each of the goals.

Putting the power in the hands of people who know their area best often has unexpected positive results, shown by the work that '[Nurture Development](#)' do around [Asset Based Community Development](#); and the [Centre for Regeneration Excellence Wales](#)' '[Deep Place](#)' study in Tredegar shows how an understanding of place can have multiple benefits on well-being. In the steps you take, you should demonstrate how using evidence has informed the way you are maximising your contribution to the goals. For example, asset based community development projects have been shown to increase community cohesion, encourage community input into maintaining the biodiversity and habitats of the area and contribute to maintaining the vibrant culture of communities. Your '[Pride in Pembrokeshire](#)' awards are a good way of encouraging community projects of this kind to maximise their contribution to the goals and I would encourage you to publicise and build on this. This often has wider benefits for health and economic well-being, as people make new networks, social connections and learn new things. Projects that encourage this behaviour change exist within your organisations, such as the [Natural Resources Wales](#)' '[Actif Woods](#)' project, which gets people outside, connecting with nature, protecting their environment and enjoying the positive effects on health and well-being. How can you better integrate to support projects like this?

Involving people is central to achieving this objective and there are links to your other objectives and steps. In involving people in taking steps to protect the environment, tackle rurality and provide a great place to live and work, I would predict growing community involvement and activism in Pembrokeshire. I would advise each of your organisations to commit to the National Participation Standards. You may wish to contact [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. How have you considered how people might want to get involved in future? 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? This recent report on [Digital Childhoods](#) from Barnados shows the pace at which technology is moving and the way children now consume information.

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; [43% of 'millennials' are driven to make financial donations through social channels](#); and [according to the 2017 ONS survey](#), 87% of all adults in Wales were recent internet users (meaning they had used the internet in the last three months).

Although some people are currently offline, and there is clearly a need for a tailored approach, there is a real opportunity to engage with people that is most convenient to them and is part of their daily life, not an additional chore. This makes the point about digital connectivity for Pembrokeshire even more pertinent. "[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. Matthew Gatehouse, working with Monmouthshire PSB, would be able to share their learning with you on establishing this website.

You will not be surprised to note that other Public Services Boards are also considering setting objectives around engagement, developing / sustaining strong social networks, fostering belonging and shaping services. In particular, you may wish to share ideas with Vale of Glamorgan; Ceredigion; Newport and Powys PSBs, who have supplied me with similar draft objectives.

**I hope you have found this advice helpful in moving forward towards publishing a well-being plan for formal consultation. 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 from you, supporting officers and the Pembrokeshire PSB Scrutiny Committee on how I have chosen to approach this statutory duty and the advice I have given.

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

Yours sincerely,



Sophie Howe



## Appendix D

No	Consultation Theme/Response	Source	Proposed Response/Action
1	<p><b>Administration</b> Responses that articulated confusion over the roles of PCC and PSB. These included comments criticising the council or around the delivery of services more generally.</p>	Consultation	<p>In developing the WBP through numerous engagement activities, we concentrated on identifying actions that are <i>achievable and relevant to the PSB</i> rather than to individual organisations. Despite this, a number of consultation responses indicated a limited understanding or confusion around the roles and responsibilities of individual PSB organisations and the combined responsibilities of the PSB itself. Moreover, some were unable to appreciate difference in policy and legislation of local, regional, national and central government. This demonstrates the need for an ongoing commitment to communicate the roles and responsibilities of the PSB as widely as possible and clearly more work is required in this regard. A statement to clarify the purpose of the WBP is included on page 6.</p>
2	<p><b>Administration</b> Ongoing engagement in the delivery of WBP</p>	Consultation Scrutiny	<p>The PSB is committed to a process of ongoing engagement with our communities and this is expressed clearly in the Guiding Principles section of the WBP and in the delivery of specific projects.</p>
3	<p><b>Administration</b> Responses about the process and what is going to happen next; how the plan is going to be implemented.</p>	Consultation Police Letter	<p>The PSB recognises that more work needs to be done to identify the detailed activity to deliver its projects. It has establish four co-ordinating groups to oversee this work. These groups are led by PSB members to ensure there is PSB accountability and ownership of the delivery of the WBP. More work will be undertaken between now and the formal publication of the WBP in May to further develop this.</p>
4	<p><b>Administration</b> Responses regarding the role of Community Councils in the WBP.</p>	Consultation	<p>The PSB will be reviewing its membership and is open to the option of representation from T&amp;CC on the Board. The PSB team has also attended engagement events with T&amp;CC to talk about the opportunities for the sector to align activity with that of the PSB and to contribute to the delivery of the plan. It is clear in the WBP that the PSB envisages T&amp;CC to play a vital role in the delivery of its work through the projects it sets out.</p>
5	<p><b>Administration</b> Responses asking for explicit reference to regional plans and strategies e.g. the West</p>	Consultation	<p>We recognise the synergy between the WBP and many other local, regional and national plans and strategies including the West Wales Care Partnership Area Plan. We will ensure that these inform the delivery of the plan. A statement to this affect has been included on page 8 of the WBP.</p>

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	Wales Care Partnership Area Plan		
6	<b>Content</b> Queries as to why the PSB is not addressing certain important themes in the WBP	Consultation	The WBP has been developed through a process of assessing well-being in the County by looking at the relevant data and information, and through an extensive engagement programme to find out what really matters for people and communities in the County. The PSB cannot do everything and it needs to focus its attention on those issues which matter most and will likely have the greatest impact in terms of improving well-being. Similarly, the WBP is only targeted at what the PSB can do collectively, above and beyond what each partner does individually. It is important to note that just because an important 'big issue' is not in the WBP this does not mean that it isn't being addressed as individual organisations or through existing partnership initiatives.
7	<b>Content</b> Confusion and lack of clarity over the use of short, medium and long term actions	Consultation	The PSB accepts this feedback and has amended the WBP so that the indicative timeframe for project work is given greater clarity. More detail on timescales for specific activity will be developed by the delivery groups.
8	<b>Content</b> The Protecting the Environment work stream is framed through a lens of climate change to the exclusion of everything else	Consultation	The WBP has been revised to provide a more integrated framework and the broader environmental elements which the PSB is addressing are hopefully clearer as a result.
9	<b>Content</b> A number of responses made specific reference to the need to link to Biodiversity and Resilience of Ecosystems Duty and to	Consultation Wales Biodiversity Nature Partnership RSPB	We welcome the contribution from these organisations and recognise the importance of the resilience of ecosystems which is featured in the project work set out in the WBP.

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	improve wording accordingly.		
10	<b>Content</b> Several comments referred to the needs of specific local communities	Consultation	The PSB accepts that it must do more to understand and target differences between communities in Pembrokeshire and to be willing to be flexible in our responses. Place specific comments will be valuable in the community asset mapping process which is an important project featured in the WBP and which is of vital importance in order for the PSB to better understand the needs of specific communities in Pembrokeshire.
11	<b>General</b>	Arts Council for Wales	We appreciate the contribution from this organisation and would welcome working closely with them on anticipated project work around supporting cultural well-being through greater use of Pembrokeshire's outdoors.
12	<b>General</b>	Dyfed Powys Police	We welcome the contribution from this organisation and comments have been considered in the WBP.
13	<b>General</b> The consultation invited respondents to make suggestions as to how they could contribute or participate in the delivery of the WBP.	Consultation	These responses will be considered during further work to develop detailed activity to deliver the WBP.
14	<b>General</b> The PSB needs to support our communities by doing things differently	Partnerships Overview and Scrutiny Committee	The PSB agrees wholeheartedly to this sentiment and a commitment to doing so runs strongly throughout the course of the WBP.
	The use of community assets and community buildings should be maximised		The PSB agrees and this will be taken forward as part of the understanding our communities work and mapping existing strengths and assets.

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	Ideas such as job swaps to encourage grassroots change should be investigated		This can be looked into under the recruitment and employment transformation work.
	There is a need to involve the workforce whenever significant change was being considered		The PSB agrees with this comment.
	To support the development and growth of social enterprises for maximum economic benefit		The PSB agrees with this comment and building community resilience and capacity is a key part of the WBP.
	The PSB needs to improve its methods of engagement and ensure people can join in the bits of the conversation they are interested in		The PSB agrees with this comment and it is clear there is a strong commitment to changing the way we engage with people and involve them in the decisions which affect them throughout the WBP.
15	<b>General</b>	Welsh Government	
	<b>Section A</b>		
	Clearer explanation of contribution to 7 goals		The WBP has been amended so the contribution each specific makes to the national well-being goals is explicit.
	<b>Section B</b>		
	Long Term Actions - Timescales		See response to number 7.

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Reflecting Engagement Undertaken		This is available on the PSB website, however information on the process is provided on page 9.
Involving Other Partners & Clarity about who will deliver the actions		The WBP has been revised to show which other partners the PSB anticipates will need to be involved in each project. Work will continue in this regard as the detail underpinning the WBP continues to be developed.
Which Town Community Councils are subject to the Act		The PSB does not believe this belongs in the WBP since this is a matter for individual T&CC to determine rather than the PSB; however it is clear that the PSB is committed to working with any T&CC who wishes to make a contribution to improving well-being in Pembrokeshire and as already stated, the sector will be a key player in the delivery of a number of projects set out in the WBP.
Discussing how the objectives proposed affect each other		The WBP has been fundamentally re-designed to enable a better illustration and understanding of how the projects set out in the WBP will contribute to the 2 well-being objectives and 4 priorities as part of an integrated approach.
Balance across the pillars of Well-being		As above. The amended structure of the WBP makes far clearer the impact the PSB's work will have on all elements of well-being.
Targeting particular geographical areas, or groups of people		This will be developed further following the work to understand communities better set out in the WBP.
Discussing how progress will be expressed		This will be developed over the next few months as work continues to scope out the detailed activity to sit under each project.
Conveying how steps were formulated		See page 9.

	<p><b>Section C</b></p> <p>Enhancing current approaches or pursuing new ones?</p> <p>Placing the Plan in the wider partnership landscape</p> <p>Understanding of gaps as a result of the Assessment of Local Well-being</p>		<p>The project work is in the main the PSB setting out a new approach, however it is mindful of some very good work which has happened in many areas and therefore will look to build on existing strengths and successes where appropriate.</p> <p>The PSB recognises the synergy between the WBP and many other local, regional and national plans and strategies. We will ensure that these inform the delivery of the plan and that potential for duplication is mitigated or avoided. A statement to this affect has been included in the plan page 8.</p> <p>This is part of the purpose of the understanding our communities work and will provide the PSB with greater intelligence of the communities in Pembrokeshire.</p>
16	<p><b>General</b></p> <p>Explicit recognition of the objectives of individual public bodies can contribute to the actions in the WBP.</p> <p>Examples of specific advice around best practice, guidance and useful information cited in the letter to help inform delivery</p>	Future Generations Commissioner's Letter	<p>Statement to this effect added to page 6.</p> <p>The advice contained in the letter will be shared with the project groups during the process of developing the detailed activity and will be a useful tool to broaden partners understanding of the key issues and some of the solutions which may already exist.</p>