

## REPORT OF PERFORMANCE AND COMPLIANCE CO-ORDINATOR

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### **SUBJECT: PEMBROKESHIRE PUBLIC SERVICES BOARD'S WELL-BEING PLAN**

#### **Purpose of Report**

To ask Members to approve the Pembrokeshire Public Services Board's Well-being Plan for Pembrokeshire.

#### **Introduction/Background**

The Public Service Board is required by law to produce a Well-being Plan which sets out how it will improve the economic, social, environmental and cultural well-being of Pembrokeshire. The Plan must be published by May 2018.

In preparing the Plan the Public Services Board carried out a programme of research, evidence gathering and engagement. The Plan is informed by the Pembrokeshire Well-being Assessment and was subject to public consultation.

The Public Services Board has identified a number of priorities and well-being plan projects.

Within the Plan the Public Services Board is only focussed on areas where working in partnership will have the greatest impact and where collective influence adds value above and beyond what is already done by individual organisations.

Pembrokeshire Coast National Park Authority is a member of the Public Services Board. Members of the Public Services Board are seeking approval for the Plan through their governance structures in order for the Plan to be in place by May 2018.

#### **Risk considerations**

The interplay of priorities within the Well-being Plan and other strategic drivers, including The Environment Act 1995, National Park Management Plan, Environment (Wales) Act 2016, Planning (Wales) Act 2015, Equality Act 2010, Welsh Language (Wales) Measure 2011 and The Local Government (Wales) Measure 2009.

#### **Financial considerations**

The Well-being Plan may influence future funding priorities.

### **Equality considerations**

Public Services Board members are subject to The Equality Act 2010.

### **Welsh Language considerations**

Public Services Board members are subject to Welsh Language (Wales) Measures 2011.

### **Human Rights considerations**

The Pembrokeshire Well-being Plan addresses issues that have an impact on individuals' human rights.

### **Recommendation**

Members APPROVE the Well-being Plan for Pembrokeshire.

(For further information, please contact Mair Thomas, Performance and Compliance Co-ordinator)

*(For further information contact Mair Thomas, Performance and Compliance Co-ordinator, on extension 4810)*

# 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  
energy 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

**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.**

It is also important to note that the Well-being Plan does not represent the totality of the PSB's work to the exclusion of anything else. The PSB will take advantage of opportunities to embrace other important pieces of work where it can add its influence and value as and when these emerge.



## 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. The PSB is committed to a change of mind set in challenging existing culture and behaviours so we truly work differently and develop a new approach to delivering services and sharing resources.

### 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 from all and any sources and there might be potential to fund ideas which 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 will be shaped by local, regional and national plans and strategies, such as the West Wales Care Partnership Area Plan, Swansea Bay City Deal, Economic Action Plan, 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 '5 Ways of Working' to articulate the situation and issues in Pembrokeshire, we set out why 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	Third / voluntary sector

## 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, and where businesses invest. 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, job satisfaction and investment, 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 investment, 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                      Local community groups  
Town and Community Councils      Farming sector

### 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, work and invest.
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

Private sector

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.

## 4. Doing Things Differently

**Transform traditional models of service delivery and access** through use of innovative solutions and technology, creating connectivity and improved coverage

- Develop appropriate data sharing protocols to support integrated and connected services in rural areas
- Identify opportunities for co-location of services and role integration between partners (e.g. multi-functional blue light services)
- Examine collaborative approaches to identifying vulnerability and Making Every Contact Count
- Utilising high speed broadband and other technological solutions to deliver services in innovative ways, particularly to support our rural communities

### Time Scales

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

### Who will be involved:

All PSB partners	Private sector
Town and Community Councils	Third / voluntary sector

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

Our public services have been transformed. Following extensive collaboration with our communities, many now have bespoke centres through which required services are delivered. Moreover, recent technological advances are perfectly placed to support access to services, for example health, to some of our most rural and hard to reach areas. Many frontline staff are now multi-skilled professionals, able to deal with myriad situations. Information sharing protocols enable staff across PSB organisations to support our collective work without jeopardising data protection or the trust of the public. There is an ethos of One Pembrokeshire across all those who provide services to our 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 will have a positive impact 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
- 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

Third / voluntary sector

Schools & other learning providers

Arts, cultural, recreational organisations

### 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 is generally understood and many more people 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 and reviewed with the communities themselves

### 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 communities 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 services through engagement 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, 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 the delivery of specific 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:

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