

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 9th 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