

**REPORT OF THE PERFORMANCE AND COMPLIANCE CO-ORDINATOR**

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**SUBJECT: WELL BEING OBJECTIVES 2017/18 SELF REFLECTION  
FEEDBACK FOR PEMBROKESHIRE COAST NATIONAL PARK AUTHORITY  
FROM FUTURE GENERATIONS COMMISSIONER FOR WALES**

Purpose of the Report

The Authority has received feedback on our self-reflection toolkit submission to the Future Generations Commissioner and been advised by the Future Generations Commissioner to feed it back to an appropriate Board level, in our case to our Members.

Background

In 2019/18 the Authority completed the Future Generations Commissioners' Self Reflection Toolkit on our Well-being Objectives 2017/18. This involved assessing our performance against our Well-being objectives and the five ways of working identified in the Well-being of Future Generations Act. The Commissioner's Office also arranged workshops to help public bodies learn together and evaluate each other's responses.

The Authority has now received feedback from the Future Generations Commissioner on our submission. The PowerPoint feedback covers:

- overall findings the Commissioner has observed from across our sector;
- observations on the approach the Authority took to the self-reflection tool;
- a personalised general assessment and advice on the progress we're making;
- a more specific assessment and advice on the progress we're making towards our well-being objectives.

Our Approach to the process

The report notes that in terms of our approach to self-reflection

- We welcome your positive attitude to self-reflection tool
- The Performance and Compliance Co-ordinator and Chief Executive were involved in completing the self-reflection tool. You identified that, in the future there is scope for other members of the senior management team to be involved and we encourage this
- You have provided sufficient evidence to support the self reflection.

## Timescales

Due to the timing of when this feedback was received it has not been able to inform our Annual Report on Meeting our Well-being Objectives for 2018/19, however the findings will be used to inform the development of the Corporate Plan 2020/21 and future annual reports.

Similarly the revised Self Reflection Toolkit was published in August 2019, and will be used to inform the development of the Corporate Plan 2020/21 and future Annual Reports.

### **RECOMMENDATION:**

**Members are requested to RECEIVE and COMMENT on the Feedback Received.**

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



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# Self-Reflection Feedback for Pembrokeshire Coast National Park

Progress towards  
Well-being Objectives: self-reflection tool 2017-18

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# Sector specific findings: *national park authorities*



## National Park Authorities

***National Park Authorities have embraced the Well-being of Future Generations Act and, with some development in corporate centres, could become an exemplar sector for the rest of the public bodies covered by the Act.***

- The general attitude and commitment of the National Parks to the Act should be commended. As you have said "If the Act wasn't a good fit for us, we'd be worried!" You can lead other organisations in demonstrating progress and we would like to see the impact of this through your collaboration with others.
- There are some excellent examples demonstrated by the National Parks through the self-reflection tools. We are encouraged that you have shared case studies and activities that show contribution to the national goals, use of the five ways of working and sustainable development principle. The cultural projects that aim to provide alternative models to well-being, projects aimed at reducing carbon emissions through electric vehicle charging and managing tourism access, collaborating with others (such as Princes Trust Cymru) to provide employment and skills opportunities demonstrate the National Parks are thinking holistically about improving well-being. We will, and would also encourage you to, share case studies and examples as widely as possible to positively influence other public bodies.
- There is an effort to change how you are operating through the corporate areas of change and an opportunity to share learning and approaches between you. For instance, Brecon Beacons NPA have sought to summarise their expenditure according to the national well-being goals, Pembrokeshire Coast NPA have a wealth of case studies to incorporate in performance management and corporate planning through involving their staff, and Snowdonia NPA have sought to collaborate and involve a wide range of people in producing Cynllun Eryri.
- The pace of change in these corporate centres is varied and the Commissioner sets out in 'Well-being in Wales: the journey so far' that public bodies must report on how corporate areas of change are adapting how they work. The 'simple changes' and journeys towards well-being goals we are producing should give a sense check on where you are as organisations and what more can be done to take reasonable steps to each of the goals.

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## National Park Authorities

***Financial pressures are affecting the ability of National Park Authorities to innovate and are creating a challenge in collaborating with others.***

- National Parks have identified that financial pressure is affecting their work and affecting the attitudes of others to collaborate. Challenges reported include the short-term budget cycles and a lack of integration in legislation / policy from Welsh Government – creating distractions for partners who are trying to implement that Act alongside day-to-day pressures.
- Whilst this inevitably presents some challenges in fulfilling their duty to carry out long-term planning, it should also be recognised that the vast majority of funding is relatively static and long-term planning can be undertaken on that basis if national parks and other sectors are genuinely embracing the Act as part of their core business, as we are advocating in this advice. We would encourage you use the Act as a lever to challenge: the attitude of other partners, current funding streams, planning guidance, accountability and performance frameworks.
- Financial planning and risk management are two of the seven corporate areas that must place the sustainable development principle at their heart, and the Commissioner has recently agreed a definition of preventive spend with Welsh Government. The National Parks have an opportunity to adopt this definition and encourage others to do so, showing how the work they are doing is preventative, collaborative and integrated by helping to ease pressure on other services.
- Despite these pressures, there are examples of good collaboration across Wales between the National Park Authorities and mostly with other local organisations. But a challenge identified is differences in culture and attitudes towards collaboration of Local Authorities and Public Services Boards (PSBs). As we have said, National Parks have the potential to drive progress and encourage innovation – we would encourage and support you to do so in this context, raising any barriers with us for the Commissioner's attention.



# National Park Authorities

*In some cases, reporting is challenging for National Park Authorities and there is a variation in how they are showing progress towards objectives.*

- The timings of the legislation has been an issue in how it related to the review of the National Park Management Plans and the publication of the Public Services Board local well-being assessments and well-being plans. But some Authorities have already reviewed objectives and steps using the additional information since 2017. According to the Commissioner's expectations in 'Well-being in Wales: the journey so far', you should critically revisit objectives and steps on a regular basis, considering how fit for purpose they are.
- National Parks have two specific purposes and duties (conservation and environment, understanding and enjoyment). Positively, the management plan and Local Development Plan clearly influenced the setting of objectives. We would encourage this integration to continue.
- There is an inconsistent use of terminology around objectives, steps and performance measures. The Act and Commissioner's expectations state that public bodies must clearly set out their well-being objectives and take all reasonable steps to meet them. This must include how the five ways of working and national well-being goals have been used to inform the setting or reviewing of objectives and steps.
- In some cases, the level of objectives you have set and steps you're taking to meet them are extremely varied. Some objectives are very high level and others more achievable. Some steps are simple actions, others involve a lot of work and time. We would like to better understand how you're actively using the Act to frame your actions, and encourage you to use the Future Generations Commissioner's resources for public bodies, including Future Generations Frameworks and journeys towards the well-being goals (the Art of the Possible), to review the steps you can take as an organisation, and collaboratively with others, to maximise your contribution to the national well-being goals.





# What you told us

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## What you told us

- You have set seven thematic well-being objectives.
- The well-being objectives are the same as the objectives of the Corporate Plan, they did not change during 2017/18, and a review is likely to be triggered in 2019 through the revision of the National Park Management Plan.
- You consider you're 'Making Simple Changes' with two objectives and 'Being More Adventurous' with five objectives.
- You're content with the pace of change, although believe a number of areas are long-term and require further development, and others are dependent on external factors and the pace of external partners, e.g. Public Services Boards. In response to this, we note your recruitment of an external funding manager, setting up a charitable trust and developing a project prioritisation tool to assist with securing funding and develop new areas of work and ways of working.
- Where improvement is required this has been identified in the journey checker or the Annual Report, such as objectives relating to equalities and communities, e.g. encouraging communities to become more engaged through mapping engagement, or the complexities of affordable housing.
- Progress against the seven corporate areas of change hasn't been uniform. The focus has been on corporate planning and performance management. Financial sustainability is an area you're now looking at and taking specific action to improve.
- You said the main challenges are those relating to the pace of change possible while working with external partners, resource constraints and availability of funding to implement new areas of work or ways of doing things differently.
- You highlighted the risk of how focussing on new, innovative projects can undermine the funding for long term maintenance of existing assets.
- You scored your progress towards your well-being objectives as set out in the slides below:

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## Progress towards well-being objectives: section 1 of the self-reflection tool

Well-being Objectives	<i>Getting started</i>	<i>Making simple changes</i>	<i>Being more adventurous</i>	<i>Owning our ambition</i>	<i>Leading the way</i>
	1	2	3	4	5
<b>Objective 1</b> To encourage and support the development of sustainable employment and businesses, particularly in tourism and recreation			X		
<b>Objective 2</b> To improve the health of the National Park's Ecosystem			X		
<b>Objective 3</b> To enable and encourage more people to improve their well-being by making greater use of the National Park regardless of their circumstances			X		
<b>Objective 4</b> To continue to ensure equality is embedded in the work and culture of the NPA		X			



## Progress towards well-being objectives: section 1 of the self-reflection tool

Well-being Objectives	<i>Getting started</i>	<i>Making simple changes</i>	<i>Being more adventurous</i>	<i>Owning our ambition</i>	<i>Leading the way</i>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Objective 5</b> To encourage communities to become engaged with the National Park		X			
<b>Objective 6</b> To protect and promote the local culture of language, arts and heritage of the area			X		
<b>Objective 7</b> To ensure our work makes a positive contribution to global well-being			X		



# Your approach to self-reflection

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## Your approach to self-reflection

- We welcome your positive attitude to the self-reflection tool.
- The Performance and Compliance Coordinator and Chief Executive were involved in completing the self-reflection tool. You identified that, in the future, there is scope for other members of your senior management team to be involved and we would encourage this.
- You have provided sufficient evidence to support the self-reflection.



# Assessment of general progress



## Assessment of general progress

We appreciate these comments are based on objectives set in 2017/18 and things will have developed since then for your organisation. However, we hope this advice is helpful as a feed-forward for the work you're currently doing to meet your objectives and for future reporting.

- There is good evidence in the self-reflection and Annual Report that you have embraced the WFG Act, and embedded it within your corporate and central planning functions.
- You have provided a breadth of case studies and projects ongoing in the national park, ranging from outdoor learning, volunteering and conservation to programmes on skills, enabling access for all, the coastal bus service and work with local businesses. **We are already sharing these with others and would encourage you to as well!**
- We can see your emphasis on building and maintaining partnerships (collaboration), as highlighted by examples across your well-being objectives.
- **Against the 7 corporate areas of change, there is some evidence of change but we would encourage you to work with the other national park authorities in Wales to share learning and focus on how you can work differently.** The suite of resources the Commissioner is publishing, 'journeys towards the well-being goals', include advice and case studies on how you can take action as an organisation to achieve benefits across the goals.
- We welcome how you have involved more people in actively looking after the park and benefitting from the wide range of opportunities it provides (e.g. stitch in time, pathways, youth rangers, voluntary wardens and heritage guardians), improved access for all users, (e.g. wheelchair friendly walks), and work with schools and young people, engaging them in outdoor learning, walks and social action initiatives. **We would encourage you to continue to do this as much as possible and share case studies, impact and learning in this year's report.**





## Assessment of general progress

- We've noted your strong examples of projects and programmes tie in with the Future Generations Commissioner's areas of focus. For example, in relation to alternative models to health and well-being, the collaborative walkability scheme removing barriers and providing supported walking opportunities to the outdoors, the Pathways project which is enabling people to gain health and well-being benefits from volunteering in the outdoors, and your work to help facilitate the West Wales Nature Based Health Service Network to build links with those delivering nature based services on the ground in communities and health bodies in the area. Also, on ACEs, your focus on outdoor learning and experiences, e.g. in 2017/18, 9,795 participants in outdoor learning sessions delivered by the Authority and 126 teachers trained in outdoor learning sessions.
- **It's encouraging to hear about your 'Making a Difference Form', developed in 2018, allowing staff to provide case studies and feed into performance reporting and annual reports on meeting well-being objectives.** We also note the inclusion of the section on learning opportunities provides an opportunity for staff to provide information that can inform improved practice on the ground. **You should include further information on this in this year's annual report,** demonstrating the difference it's making within your organisation, and how it's helping you maximise your contribution to the 7 well-being goals.
- Overall, keep doing what you're doing, sharing your initiatives and encouraging other organisations to have the same attitude. Your influence as Chair of Pembrokeshire PSB and a key public body in the area could have a very positive impact on how others are applying the Act. The Commissioner would be happy to support you in driving change.



# Specific assessment on progress



Objective	Specific assessment on progress
<p>1 To encourage and support the development of sustainable employment and businesses, particularly in tourism and recreation</p>	<p>Page 11 of your Annual Report identifies long-term skills development as an investment opportunity and states: <i>'The Authority has identified as one of its activities for 2018/19 the need to explore at a strategic level opportunities for developing work based learning, apprenticeships, training schemes, secondment opportunities within the Authority. It will look to align this activity with the aspirations in the Well-being Plan.'</i> You've recognised the positive impact your 'skills in action' scheme has had, and this has been prioritised (via your project prioritisation process) for further funding. You've also highlighted how projects such as 'Stich in Time' have enabled people to go on courses and gain skills to set up as contractors in terms of invasive species control, and how the Pathways project is looking at skills tied to employability and careers. This is encouraging that you're seeking to go beyond your traditional organisational role and looking at the multiple benefits you can have on communities.</p> <p><b>But we would advise that you need to also think about the long-term future of skills development.</b> Thinking about the future is crucial, given the Fourth Industrial Revolution is causing large-scale decline in some roles as they become redundant or automated. According to the 2018 <a href="#">Future of Jobs Report</a>, 75 million jobs are expected to be displaced by 2022 in 20 major economies. At the same time, this could also create 133 million new roles, driven by growth in new products and services. For your national park, this is also important in the context of Brexit, the 'Brexit and our Land' consultation and future of land-use. <b>We would like to see how you are moving towards this thinking in this year's report.</b></p> <p><b>This change can begin with your own workforce planning, with up to date workforce audits and skills gap analyses.</b> With technological advances, creativity and problem-solving is a human advantage, your recruitment and workforce planning processes should identify and reward these skills, with plans to re-skill existing employees ensuring equal opportunity in this new world of work. <b>Much of your work as a national park is collaborative in nature, and we would like to see evidence how you work with others (e.g. local authorities, the South West and Mid Wales Regional Skills Partnership, Public Service Boards etc) is helping you meet this objective in relation to skills.</b></p> <p>We're shortly publishing advice which is intended to help organisations consider how technological advances will impact on the skills of their workforce.</p>

Objective	Specific assessment on progress
<p>2 <i>Improve the health of the National Park's Ecosystem</i></p>	<p><b>It's positive to hear about your land management programme, with conservation work being carried out on over one hundred sites (4,320 hectares, 7% of the National Park), benefitting priority habitats and species.</b> You're reviewing your National Management Plan and have rightly pointed to the implications of Brexit, particularly on agriculture, landowners and conservation (e.g. public goods), and NRW's Area Statements, as areas where new approaches/ solutions may be developed in relation to this objective.</p> <p>You've shared strong examples of partnership working (e.g. Pembrokeshire Nature Partnership, Pembrokeshire Wildfire Group and Pembrokeshire Grazing networks), and a growth in conservation volunteering days with direction, discovery, rangers and warden teams working collaboratively to provide and support opportunities. And it's positive you reference the impact of your LDP, in considering the impact of the planning decisions you're making towards a resilient Wales. The Commissioner has recently published the '<a href="#">journey towards a resilient Wales</a>', which provides advice, case studies and ideas on the actions public bodies could be taking towards achieving this goal.</p> <p>As you're well aware, since 1970, we've lost 60% of our mammals, birds, fish and reptiles since 1970, and we're at the threshold of a sixth mass extinction. The goal of the resilient Wales well-being goal is to reverse the decline of our biodiverse natural environment, develop better awareness of our impacts as individuals and organisations, ensure we're ecologically resilient with healthy ecosystems, and support community well-being. <b>Your role as a public body can be to encourage others to realise these interconnections, particularly as Chair of the PSB.</b></p> <p>To build momentum, we encourage you to explore how applying the 5 ways of working towards this objective can maximise your contribution. For example, you've scored involvement as your lowest way of working (2.5/10), so what steps can you explore in involving more people/communities in relation to this objective? As with the 'journeys towards the goals', the Commissioner will shortly be publishing a '<a href="#">journey towards involvement</a>'.</p> <p>Collaboration is scored highest (5/10), so how is your work with key partners and organisations going to help you progress towards 'leading the way'? Integration is also scored at 5, but what are the opportunities across all your teams and departments, and not just your ecologists/environment teams/departments, to make a difference? Are there opportunities on your estate to build on fantastic examples such as the meadow at your headquarters at Pembroke Dock? <b>We would like to see how you're addressing the ways of working in relation to your objectives in this year's report.</b></p>

Objective	Specific assessment on progress
<p>3  <i>To enable and encourage more people to improve their well-being by making greater use of the National Park regardless of their circumstances</i></p>	<p><b>This objective includes good examples of opportunities for people to be outdoors and take part in physical activity,</b> e.g. the walkability scheme, pathway project, and the West Wales Nature Based Health Service Network which is building links with those delivering nature based services on the ground in communities. You also recognise that outdoor learning and experiences can have positive well-being benefits for children, supporting the Pembrokeshire Outdoor Schools Partnership which promotes outdoor learning through supporting schools and teachers by providing a range of advice, resources, training and events. Although you have a well-developed programme and engagement with schools, you've identified a need to do further work on engagement with pre-school children, including investigating the feasibility of a First 1000 day project.</p> <p>Your examples demonstrate you're considering the wider determinants of health and well-being and are preventative, aimed at helping people to stay well and seeking to prevent inequalities of health. <b>Over the coming year, we expect more public bodies to be pooling budgets and seeking to collaborate in preventing problems. You should be taking steps within your objectives that seek to collaborate with other organisations and involve people in what works for them, in an effort to help address some of these issues and understand lived experiences.</b> The Commissioner has agreed a <a href="#">definition of prevention</a> and preventative spend with Welsh Government and we would like to see more public bodies adopting this to inform spending decisions. which can help you understand the different points of intervention.</p> <p>Inclusion in cultural activities can have a positive impact on young people and families experiencing or at risk of experiencing adversity in childhood. It's positive to hear how projects such as Stich in Time, Heritage Guardians, Rebuilding of Castell Henllys Round house, interpretation projects etc. are engaging communities and community groups to undertake volunteering or social action work. <b>We would like to see how examples like these are enabling you to look beyond your traditional remit and have impact across multiple well-being goals.</b> The <a href="#">Future Generations Frameworks</a> can help you with this.</p>

Objective	Specific assessment on progress
<p data-bbox="33 245 235 751">           3  <i>To enable and encourage more people to improve their well-being by making greater use of the National Park regardless of their circumstances</i> </p> <p data-bbox="85 791 183 826">(Cont.)</p>	<p data-bbox="264 245 2199 735">           You stated the challenges relating to the delivery of affordable housing are being considered in the development of the revised Local Development Plan, and youth rangers have also highlighted the issue of access to affordable housing for young people in National Park Areas. Housing is an underpinning factor for well-being; the World Health Organisation identified that only 10% of the gap in health between top and bottom income quintiles is due to health services, and differences in quality of living conditions contributes to 29% (including access to green space). The <a href="#">Independent Review into Affordable Housing</a> has recently reported with their findings, providing recommendations on a new approach to housing. Working with others is critical, and <b>you should be considering the influence you can have in developing Welsh enterprises and supply chains that can deliver future-fit housing (linked to your objective 1), and the net positive environmental impact of increasing housing supply (carbon and energy consumption; whole life energy / material cost of building and constructions; plus interaction between buildings and ecosystems / landscapes).</b> </p> <p data-bbox="264 791 2199 1050">           The new <a href="#">Planning Policy Wales (PPW)</a> is intended to help public bodies make more rounded decisions on planning, moving us towards a low carbon, resilient society, building well-connected environments for everyone in Wales that improves our lives, health and well-being. It introduces the concept of placemaking, a holistic approach to the planning and design of development and spaces, focussed on positive outcomes. <b>This change will take time, but your encouragement to other public bodies to see the connectivity between aspects of well-being could be a big help.</b> </p>

Objective	Specific assessment on progress
<p style="text-align: center;">7</p> <p style="text-align: center;"><i>Ensure our work makes a positive contribution to global well-being</i></p>	<p><b>It's great to hear your work to contribute to Pembrokeshire PSB's aim of becoming a carbon neutral county, learning from NRW's Carbon Positive Project and other initiatives such as greening your buildings and Electric Vehicle Charging Points.</b></p> <p>Transport is captured in a number of delivery actions across your wellbeing objectives, particularly 3, 4, 5 and 7. It accounts for 14% of total Welsh emissions and we have only seen a 3% reduction since 1990. It also contributes to air quality problems - it is estimated that air pollution contributes to <u>2,000 deaths a year in Wales</u> (6% of total deaths) and 30,000-40,000 across the UK (6-7 %). <b>We can see the coastal bus service has been a positive service, enabling people to reach the coast without being reliant on cars, and has seen a growth in use. Providing sustainable transport options like this for your staff and your communities is an area where you can have an impact today.</b> The <u>'Low Carbon Pathway for Wales'</u> highlights the importance of shifting from car dependency to sustainable forms of transport. <b>You should be considering further ways on how you encourage your own staff to make this shift, how you can reduce emissions in the way goods, services and people are moved and how you can plan future infrastructure and housing in a way that enables people to use low-carbon transport, public transport, walk or cycle.</b></p> <p>You've rightly highlighted how adoption of the Local Development Plan will influence the future direction of planning within the Park Area including in areas such as climate change, sustainable design, renewable energy, flooding and coastal inundation and other areas such as affordable housing. As we have advised, the revised <u>Planning Policy Wales (PPW)</u> is significant. It draws upon an area's potential to create high quality development and public spaces that promote people's prosperity, health, happiness and well-being. <b>We expect to see how adopting a placemaking approach, in line with PPW, is influencing decision making and enabling you to maximise your contribution to the 7 well-being goals.</b></p>

Objective	Specific assessment on progress
<p>7 <i>Ensure our work makes a positive contribution to global well-being</i></p>	<p>A clear strength of your authority is the use of arts, culture and language to highlight some of the significant challenges we're facing, e.g. your changing coast photography project proving to be a successful example of how to engage the public in issues of coastal change, and utilising Visit Wales' Year of the Sea theme engaging people on topics such as marine pollution. You acknowledged the move to pop up events and engagement through summer seasonal rangers has enabled you to engage with wider audiences on these issues, and <b>we encourage you to include examples like this included in future reporting, and how they're helping you maximise contribution across the well-being goals.</b> The Commissioner is shortly publishing '<a href="#">a journey towards a Wales of vibrant culture and thriving Welsh language</a>', which will hopefully provide further inspiration.</p> <p>With regard to your own organisation, The '<a href="#">Low Carbon Pathway for Wales</a>' sets out a number of policy areas of change where you can have an impact. <b>In this year's reporting, we want to see evidence on how you're accelerating action to reduce your emissions, whilst bringing wider well-being benefits.</b> We're asking public bodies to map the areas over which you have control and which have the biggest emissions, and to have a plan in place to reduce them. Immediate areas of focus should include carbon reduction through procurement, ultra-low emissions vehicles (fleet), buildings, fossil fuel divestment, decarbonising heat, transport and, particularly in the case of national parks, the impact of tourism.</p> <p>The Commissioner has already published advice, case studies and information on how public bodies can contribute to a '<a href="#">globally responsible Wales</a>' by making simple changes, being more adventurous and owning their ambition. <b>We would like to see how you have adopted some of these changes in this year's reporting and how you're collaborating with other organisations to do the same.</b></p>



# Thank you & next steps

Thank you for taking part in this self-reflection process. We will be publishing overall findings later in the year.

We're using your feedback from your returns and the regional collaboration workshops to publish a revised tool you can download and use to inform your work.

The Commissioner will be shortly publishing advice on journeys to meeting the all of the national well-being goals that will assist you in reviewing the objectives and steps you have set.

We'll be providing more tailored advice on progressing towards your well-being objectives. This will be based on the most common themes arising from objectives across Wales. We'll be seeking your views on this approach as it develops.

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