#### REPORT OF DIRECTOR OR RECREATION, MARKETING & COMMUNICATIONS

#### SUBJECT:

#### **UPDATE - PEMBROKESHIRE COMMUNITY STRATEGY - ANNUAL REVIEW**

#### Purpose of Report

To update Members on the work of the Community Strategy and Leadership Partnership in delivering the actions outlined in the Pembrokeshire Community Plan 2010-2025.

#### Introduction

In May 2010 a new Community Plan for Pembrokeshire was published. The Plan sets out a vision for the County based on the shared ambitions of residents, community groups and visitors. The Community Plan is the overarching strategy for Pembrokeshire and frames all public, private and voluntary sector activity in the County for the period 2010-2025.

The Plan was prepared by the Community Planning and Leadership Partnership (CPLP), on behalf of Pembrokeshire's Local Service Board (LSB) and was formally adopted by the National Park Authority (NPA) in May 2010. It was written for everyone who lives, visits or has an interest in Pembrokeshire. Though the Plan focused on a set of long term objectives, it included some more immediate actions for the CPLP and LSB partners to pursue. It also set out a series of measures to monitor our collective progress in achieving our objectives over time.

The CPLP set out a commitment in the Plan to undertake a 'light touch' review each year to establish whether the issues identified and addressed in the Plan remained relevant.<sup>1</sup>

#### This review describes:

- the identified priorities and examines whether they are still appropriate,
- the progress made over the last year in improving partnership working and in completing the actions set out in the Plan,
- whether the LSB / CPLP is achieving the outcome measures outlined in the Plan, and
- how key partner agencies are working in partnership to realise efficiencies and improve outcomes for citizens.

#### Themes – key priorities

The CPLP has reviewed the existing themes and is satisfied that they still reflect the key priorities for Pembrokeshire. The relevance and importance of these priorities is

<sup>&</sup>lt;sup>1</sup> In addition to this, the LSB has a statutory duty to formally review the Plan every four years under section 40 of the Local Government (Wales) Measure 2009.

clear from the major pieces of work partners are currently undertaking and are reaffirmed through the challenges and opportunities presented at a local, regional and national level.

Some of the areas of focus for the work of the LSB and CPLP are:

#### Well-being

- Supporting the aims and objectives of the 2011-2014 Health, Social Care & Well-being strategy which the Health Board and the Council have a duty to produce. This is consistent with the Right Care, Right Place, Right Time ... Every Time plan the Health Board have produced that covers the whole of West Wales
- Building on existing joint working between Pembrokeshire County Council (PCC), Hywel Dda Health Board and the third sector to develop and extend collaborative working.
- Mitigating the impact of poverty and addressing the causes of inequality and deprivation in Pembrokeshire. One of the ways we are doing this is through the County Children & Young People's Plan.

#### Environment

- Meeting the challenges and commitments of the Climate Change Act, and working to reduce Pembrokeshire's carbon footprint.
- Operating more sustainably, reducing the amount of waste produced and improving levels of recycling in line with Welsh Government targets.
- Maintaining the quality of Pembrokeshire's unique environment, ensuring it remains a special place for residents and visitors.

#### Economy

- Supporting local business growth and job creation to ensure we emerge from the current economic climate in a position to take advantage of future opportunities.
- Playing our part in delivering the vision set out in the Welsh Government's Economic Renewal programme.
- Promoting opportunities for future growth in the energy sector, particularly in relation to marine renewable energy production.
- Achieving our objectives for tourism and agriculture via the delivery of Rural Development Plan (RDP) projects.

#### Community

- Working together to deliver the Collaborative Communities project which aims to secure sustainable futures for Third Sector organisations and Social Enterprises by providing advice and guidance, improving skills and capacity.
- Progressing partnership arrangements to enable further provision of services to communities by the third sector.
- Reviewing community engagement activity across the partnership in order to streamline and improve our engagement processes.

#### Housing

- Providing suitable affordable housing to meet the needs of our residents through the development of appropriate policies in both the Council and the National Park Authority Local Development Plans (LDP's).
- Enabling vulnerable people to remain in their own homes by providing appropriate support.
- Reducing home energy usage levels by raising awareness of sustainable energy sources.

#### Education

- Ensuring high levels of educational attainment are sustained so our learners are equipped with the skills to make the most of future opportunities.
- Building on the work to develop school federations and alternative vocational curricula to provide a wider choice for our learners.
- Improving the co-ordination of skills and back to work schemes.

#### Access

- Utilising advancements in technology to enable residents to access public services more easily.
- Widening access to faster broadband throughout Pembrokeshire, for the benefit of residents and businesses.
- Broadening opportunities for recreation through the effective management of open spaces.

#### Safety

- Addressing public concerns regarding crime levels and anti-social behaviour.
- Continuing to work towards improving home and road safety through our current partnership arrangements.
- Taking a multi-agency approach to the provision high quality child protection services.

In addition, the LSB and CPLP are aware that a greater focus on other priority areas of work such as domestic violence and adult protection is required.

Partners have been working for some years to reduce the prevalence and impact of domestic violence. This work has seen success and repeat victimisation rates in Pembrokeshire have fallen by half in recent years. Nonetheless, incidents of domestic violence still blight far too many lives. Pembrokeshire's Community Safety Strategy<sup>2</sup> commits partners to a range of actions including the development of services to provide effective advice and support to those affected by domestic abuse.

Adult protection issues affect far fewer people, but it is of growing importance; there has been a substantial increase in the numbers of people who are very elderly. We

Pembrokeshire Coast National Park Authority 10<sup>th</sup> August 2011

<sup>&</sup>lt;sup>2</sup> The strategy is produced by Safer Pembrokeshire, the Community Safety Partnership for Pembrokeshire. Its aim is to work together to reduce crime and disorder, fear of crime, anti-social behaviour and substance misuse in the local area.

are committed to improving awareness of adult protection issues and to improving the skills and knowledge of partners to discharge their responsibilities.

#### Partnership working & action plan update – progress

While the key Community Strategy themes are still as relevant as they were when the strategy was first published, it is clear that the current political and financial climate has sharpened the LSB and CPLP's work. The level of resources available to meet our objectives has been severely constrained due to reductions in public spending at a national level. It is vital that all partner agencies involved in delivering the Community Strategy to adapt to this challenge.

This will require broadening collaborative working between partners in order to deliver public services at less cost. Such an approach seeks to identify opportunities to eradicate overlap and duplication between organisations and deliver a step change in service improvement and efficiency at both a local and regional level.

For this to happen successfully the community planning process is vital, as it is enabling all agencies involved to build the kind of relationships between partners through which greater collaboration can be achieved.

There has been some notable progress in partnership working in Pembrokeshire since the publication of the Plan.

New versions of statutory partnership plans, the Children and Young People's Plan, the Health, Social Care & Wellbeing Strategy and the Community Safety Plan have been produced and the structures of these partnerships are strong and well established.

In the Community Plan itself there are a number of specific priority actions designed to improve the process of partnership working in Pembrokeshire and some significant outcomes have already been achieved.

- A community care teams project has been successfully implemented. The aim of the work was to integrate disparate community-based professionals into a single cohesive team to provide a more holistic service to customers with third sector services brokered into care plans. The initial pilot was expanded and there are now 4 teams in place across the county. These teams form the backbone of our much broader project to integrate health and social services into all-purpose community resource teams.
- The Crymych Extra Care scheme made steady progress throughout the year. A site has been purchased and planning permission for the scheme has been granted with construction expected to start in the early summer. As well as providing more suitable accommodation for vulnerable adults, the scheme will also see the construction of a new primary care facility and a day care centre.
- Proposals to create a third sector resource centre built some promising momentum during the year. An ambitious project to transfer a property to the voluntary sector was examined in detail, although its Listed status meant the building was considered too high risk given the reconfiguration and refurbishing work that would have been necessary. This work showed that

there is a strong potential business case for a shared building and we are currently examining how other options could serve this purpose.

- There is closer co-operation between the Council and the Pembrokeshire Coast National Park Authority in the areas of planning enforcement, car park management and affordable housing.
- A community alert system has been implemented which enables urgent police messages (for example, missing vulnerable persons) to be disseminated to a large number of community-based, front-line staff.

The LSB has endorsed a collaborative, "whole area" approach to delivering public services, and this is driving other forms of collaborative service delivery, including:

Hywel Dda Health Board is fully operational and appointments to some senior roles have been made on a shared basis, most noticeably in the appointment of the Council's Director of Social Care as County Director for Pembrokeshire with the Health Board.

This innovative model is leading to an increase in the level of collaboration and joint working between health and social care, providing a more integrated service. Future proposals focus on creating a single management structure for community health and adult social care services in Pembrokeshire.

A related piece of work is the creation of a communications hub which will utilise the capacity of the Council's contact centre to provide a more holistic service for health and social care customers. The contact centre will take initial referrals, commission basic services and undertake customer reviews.

This team will be supported by a specialised professional hub to undertake more complex assessments and reviews, and to refer such cases to community resource teams. We expect to see far more efficient use of specialists' time, more requests responded to at the first point of contact and a greater proportion of customers supported in the community as a result of this work.

- Pembrokeshire Housing Association has entered into a partnership with PCC to share a procurement officer. This arrangement is making best use of appropriately skilled staff and has enabled both organisations to make savings.
- There are numerous examples of where organisations have come together to share IT systems in order to reduce cost and spread risk. Both the Council and the National Park Authority use the same planning system and use a single server which is hosted by PCC. The Council is also working with the Health Board on joint call handling and now monitors community alarm systems during the day-time.
- PCC has started to undertake maintenance of some other organisations' fleets
  of vehicles at cost price, making best use of the Council's workshop facilities
  and providing a more cost effective service. Examples include Hywel Dda

Health Board, PCNPA and BT. Partners are currently examining how we might extend these arrangements in order to make further savings, for instance through the joint purchase of vehicles, parts and fuel.

Much of the national focus has been on greater regional collaboration and while all partners recognise that this approach is worthy of examination, we also strongly believe that working within a Pembrokeshire 'footprint' has obvious advantages for keeping service delivery close to customers and maintaining accountability.

#### Indicators – measuring performance

The outcome measures adopted in the Community Strategy reflect the themes identified by the CPLP as priority work areas. The figures below provide a baseline from which the CPLP will gauge performance over time.

Though the measures provide an overall picture of quality of life in Pembrokeshire, it should be noted they have a long-term focus and that tangible benefits might not necessarily be evident in the short-term. Neither should these figures be used to compare performance with other local authority areas in Wales.

The real value of the data is in identifying trends over a period of time and configuring and delivering future service provision in response to this information. (Performance measures marked with a '\*' denote areas of work that tie-in with PCNPA priorities).

#### Well-being

Adults who eat fruit and vegetables (5-a-day) (%)	39
*Adults who meet physical activity guidelines (%)	34
Adults who smoke (%)	22
Adults who drink above guidelines (%)	39
Adults who reported any mental illness (%)	8
Children living in workless households (%)	15.4
Rate of older people supported in the community (per 1000	83.74
population aged 65 or over)	
Rate of delayed transfers of care for social care reasons (per 1000	4.27
population aged 75 or over)	
Rate of delayed transfers of care for health care reasons (per 1000	2.79
population aged 75 or over)	2.70

#### **Environment**

*CO2 emissions non domestic stock (tonnes)	3.89
*Pembrokeshire bathing waters classified as excellent or good (%)	95
*Number of Pembrokeshire beaches with green coast awards	14
Municipal waste sent to landfill (%)	50.03
Total number of reported incidents of fly tipping	597
*Designated areas in favourable condition (SAC, SPA, SSSI) (%)	A Mc
Biodiversity indicators included in the national Biodiversity Action	
Recording System	
Mixed picture based on necessarily limited survey data. Some	
improvements with certain sites recovering and increased species	

numbers. However other habitats are declining in quality and some	
species populations are decreasing	

## **Economy**

Median annual household income (£)	22,960
Claimant count amongst working age population (%)	3.7
Proportion of economically inactive working age people who want paid work (%)	4.5
*Total number of planning applications	1024
Total number of new business enquiries	404
Total number of qualified inward investment enquiries	41

## Community

Total number of racial incidents recorded as crime	(total of 18 racially aggravated crimes)
Total number of volunteers placed with organisations Interviewed 287, 82 definitely placed. 33 of the 82 placed were, aged 16 - 25	82
Total number of supported bus and community transport passenger journeys	1,207,646

## Housing

Rate of households recognised as newly homeless (per 1,000 households)	9.6
Average number of days homeless households spend in temporary accommodation	107.76
*Total number of additional affordable housing units	72
Total number of new dwellings completed	311
Private sector renewal expenditure	2.98 m
High risk private sector dwellings improved to an acceptable level (%)	88%

### **Education**

Proportion of 16 year olds achieving the level two threshold	62
(equivalent to 5 GCSEs) (%) Level two including English/Welsh and Maths	45
Persons in employment in skilled trade occupations (%)	16
Persons in employment in professional occupations (%)	8.4
Persons in employment in associate professional and technical occupations (%)	12
Resident working population with NVQ4 and above (%)	24.9%

### **Access**

Principal roads in poor condition (%)	8.48
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Non-principal/classified roads in poor condition (%)	9.71
*Access to key services (accessibility mapping measures currently	
under development)	
*Total number of passengers using Coastal buses	82,395
*Rights of way classified as easy to use (%)	70.58

#### Safety

Substance misuse referrals that were new cases (%)	65%
Number of referrals with main problem alcohol	504
Number of adults who reported binge drinking	27%
Total number of Killed or Seriously Injured (KSI) by mode of travel Car or other vehicle user Motorcyclist Cyclist or pedestrian	43 10 12
Incidents of criminal damage (per 1000 population)	10.82
Incidents of violence against the person (per 1000 population)	11.51
Total number of children on the Child Protection Register	91

#### Financial considerations

The commitment of Officer time to both the LSB and CPLP is relatively minimal and is considered worthwhile due to the potential savings that can be generated through improved joint working and related service improvements.

#### Risk considerations

Negligible – there is a greater risk through not being involved in the Community Planning process. In addition, PCNPA's involvement helps to demonstrate our commitment to meeting the statutory requirements placed on PCNPA through the Local Government Measure (Wales) 2011.

#### Compliance

Involvement in the Community Planning process helps deliver against a range of outcomes detailed in PCNPA's Corporate Strategy 2011-2014, particularly in relation to Outcome 8 (i.e. 'The Authority is recognised as meeting good practice standards in terms of governance, providing value for money and listening to the views of residents, visitors and partners').

#### Human Rights/Equality impact issues

PCNPA's involvement in the Community Planning process should have a positive impact on the Authority's customers by demonstrating how our work closely links with the wider 'quality of life' goals for the County.

#### Biodiversity implications/Sustainability appraisal

PCNPA's involvement in the Community Planning process contributes to the implementation of the National Park Management Plan and helps to ensure that key goals relating to nature conservation, climate change and resource use are imbedded at a County level.

#### Welsh Language statement

The Community Plan 2010-2025 complies with the requirements of the Authority's Welsh Language Policy.

#### Conclusion

The Community Plan sets out a strategic vision for the long-term prosperity and well-being of Pembrokeshire. It recognises the vital role of the natural environment and the work of the Park Authority, alongside other agencies, in ensuring that we have strong, vibrant and sustainable communities. It also provides a clear framework for improved collaborative working across a range of agencies in the County and the 'pooling' of resources to improve service performance and achieve long-term quality of life goals for the people of Pembrokeshire.

One year on from its publication, the Community Strategy and Leadership Partnership (CPLP) are satisfied that, through joint working, public agencies in Pembrokeshire are improving outcomes for customers in many areas of work. Significant progress has been made towards completing priority actions and developing a robust partnership approach although it is recognised that much still remains to be done.

Ultimately, the challenge that all public agencies in Pembrokeshire, and indeed Wales, face is to maintain and improve services at a time when public spending is being reduced. The response of the Local Service Board (LSB), and the associate CPLP, to this challenge is critical. The Community Plan continues to provide a meaningful mechanism for driving forward service improvements in Pembrokeshire whilst retaining the needs of our communities at the heart of all planning. In addition, if all agencies involved continue to build on the examples of collaborative working contained in this report we can continue to improve outcomes for all who live and work in Pembrokeshire.

Consequently, the National Park Authority are asked to note the attached Community Plan update report and PCNPA's continuing input to the Community Planning and Leadership Partnership (CPLP) as a means of formally meeting the requirements for collaborative working placed on the Park Authority under the Local Government (Wales) Measure 2011.

#### Recommendation

Members are asked to note the report.

#### **Background Documents**

NPA Paper – 'Pembrokeshire Community Plan' – 12<sup>th</sup> May 2010 NPA Paper – Community Engagement – 2<sup>nd</sup> February 2011 Pembrokeshire Community Plan 2010-2025 (http://www.pembrokeshire.gov.uk/content.asp?id=18951)

(For further information, please contact James Parkin on 0845 345 7275)

Author: James Parkin, Director of Recreation, Marketing and Communications,

PCNPA

Consultees: Dan Shaw, Corporate Planning Manager, Pembrokeshire County

Council





For a copy of this document in large print, Braille, audio tape or an alternative language please contact Jackie Meskimmon on (01437) 776613

## For further information please contact:

Ben Pykett
Head of Policy and Performance
Pembrokeshire County Council
County Hall
Haverfordwest
Pembrokeshire
SA61 1TP

Tel: 01437 775856

LSB@pembrokeshire.gov.uk

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# Frequently asked questions

### What is the Community Plan?

The Community Plan is the document that will frame all public, private and voluntary sector activity in Pembrokeshire over the period 2010-2025. It describes the issues that are important to everyone in Pembrokeshire and identifies the approach that a range of organisations will adopt in attempting to tackle them. The Welsh Assembly Government requires all local authorities to lead the development of a community plan. It is good practice for all public sector organisations to link their corporate strategies to a community plan.

### Who is the Community Plan for?

The Community Plan is for everyone who lives in, visits or has an interest in Pembrokeshire. It has been prepared for a range of audiences; for the people of Pembrokeshire, for the organisations that serve Pembrokeshire and as a means of communicating our objectives to external agencies and the Welsh Assembly Government.

### Who has prepared the Community Plan?

The Community Planning and Leadership Partnership (CPLP) have prepared this document on behalf of Pembrokeshire's Local Service

Board (LSB). LSBs are part of a new approach to public service reform in Wales. An LSB has been established in every local authority area in Wales with the purpose of providing collaborative leadership and to identify opportunities for service providers to work more closely together. Pembrokeshire LSB is made up of senior representatives from Pembrokeshire County Council, Dyfed Powys Police Force, Hywel Dda Health Board, Pembrokeshire Association of Voluntary Services and the Welsh Assembly Government.

The CPLP is a group of public, community and voluntary sector representatives charged with preparing Pembrokeshire's Community Plan. The following bodies are represented on the CPLP: Countryside Council for Wales, Dyfed Powys Police Force, Welsh Assembly Government, Environment Agency Wales, Mid and West Wales Fire and Rescue Service, Milford Haven Port Authority, Pembrokeshire Association of Voluntary Services, Pembrokeshire Coast National Park Authority, Pembrokeshire College, Pembrokeshire County Council, Hywel Dda Health Board, Jobcentre Plus and Pembrokeshire Association of Local Councils. A range of other organisations support the work of the Partnership.

Pembrokeshire County Council is responsible for supporting the partnerships that have prepared this Plan, but it is important to stress that it is not a Pembrokeshire County Council Plan.

### **How has the Community Plan been prepared?**

In preparing this document we have analysed information, examined the results of the 2007 Residents Survey and reviewed the other plans and strategies that are important to Pembrokeshire (further details are provided on page 7).

The Plan also builds on the Community Plan Preliminary Policy Statement that we published in September 2009. It picks up some of the feedback we received via the LSB website and comments that were made by community councils at Pembrokeshire County Council's Area Liaison Forums. Members of the Pembrokeshire's Citizens Panel were also consulted on the objectives that are set out in this Plan. A summary of all the feedback we have received is set out on page 36 of the Plan.

### How will the Community Plan be implemented?

The Community Plan will only be implemented if the organisations that have contributed to its development choose to reflect its objectives in their own plans, strategies and actions. Indeed many of the organisations concerned have a legal duty to take action in accordance with the Community Plan. Pembrokeshire's other statutory partnerships will have a significant role to play in implementing this plan and will be publishing new versions of the Community Safety Plan, the Children and Young People's Plan and the Health Social Care and Well-being Strategy in 2011.

# How will you know whether or not the Community Plan has been successful?

It is important that we are able to evaluate whether or not this Plan has made a difference. We have set out a range of 'outcome measures' relating to the objectives identified in this Plan. The CPLP and the LSB will be monitoring these measures on an ongoing basis. More detailed information is provided on page 32.

### **Can I comment on the Community Plan?**

Yes. It is important that you have your say on the Community Plan. What do you think of the Plan, have we identified the right issues and what do you think of our proposals to tackle them? We anticipate being able to publish revisions to the Plan on an ongoing basis. We are always interested to hear your views. Contact details are provided on page 2.

## Foreword

I am pleased to introduce the Pembrokeshire Community Plan for 2010-2025.

This is Pembrokeshire's third Community Plan. It reflects the progress that has been made since the Community Planning process started at the beginning of 2000. The relationships that exist between the partner organisations that operate in Pembrokeshire have always been positive, but we are now working more closely together than ever before.

The importance of this collaboration has been evidenced in the improvements that we have been able to make, both in the quality of the services we provide and in the benefits we have been able to secure for the people of Pembrokeshire.

The local economy has continued to beat expectations with an overall increase in employment and a sustained rise in wage levels. Life expectancy has continued to improve over the last decade and we successfully maintained some of the lowest levels of crime and disorder in the country.

In spite of this progress, however, significant challenges remain. The global recession has been felt in Pembrokeshire, and whilst we have been shielded from its full force our dependence on a relatively narrow economic base has been thrown into sharp focus. The fact that we

have a rapidly ageing population is placing considerable pressure on a range of public and voluntary services and the difficulties associated with delivering services across a sparsely populated rural area remain.

These challenges are considerable in their own right. However, it now seems inevitable that public spending will be reduced at a national level. The knock on effects of this in an area like Pembrokeshire will make dealing with these issues even more difficult.

That said, and recognising that there are no additional resources associated with this Community Plan, the current financial climate does present an opportunity to demonstrate the true value of partnership working. By working together we can build on our successes and continue to work towards improving the quality of life for everyone in Pembrokeshire. All of the partners who have supported the development of this Plan are committed to these objectives



**Cllr. John Davies**Leader, Pembrokeshire County Council

On behalf of Pembrokeshire Local Service Board and the Community Planning and Leadership Partnership

## 1. Introduction

- 1.1 The purpose of the Community Plan is to present a clear picture of how the public, private and voluntary sectors can work together to improve the quality of life for everyone in Pembrokeshire.
- 1.2 The Community Plan sets out a long-term vision for the County, based on the shared ambitions of residents, community groups, local leaders and visitors. This vision will drive the work of a partnership of organisations over the next 15 years. The Community Plan is the overarching plan for Pembrokeshire.
- 1.3 The Plan also sets out a series of more specific actions that the partnership will implement over the next 2-3 years. These actions do not cover everything that the agencies operating within Pembrokeshire will do to deliver the Plan's objectives. Rather they take the form of discrete and practical projects that will require partners to work together to identify how best to make a measurable difference to the people of Pembrokeshire.
- 1.4 It is important to acknowledge the budget pressures that all service providers will face during the period covered by the Community Plan. This will require innovative thinking and, potentially, tough decisions to be taken regarding the allocation of resources.
- 1.5 In developing the Community Plan we have examined the full breadth of issues facing the County. For example, we have:

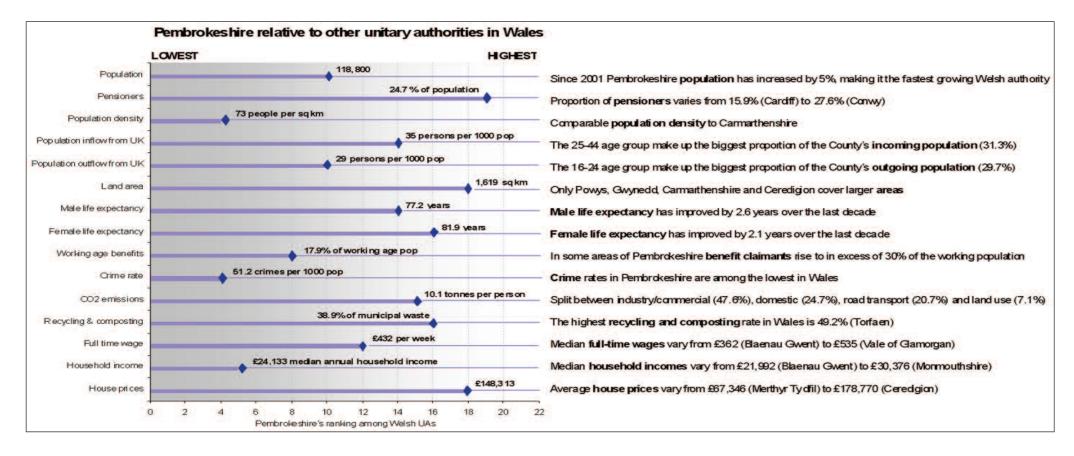
- analysed information and identified the trends that are important locally,
- taken time to understand the concerns of residents, as they are expressed within plans prepared by the community councils and local interest groups in Pembrokeshire and through the response to the 2007 Residents Survey, and
- reviewed the other plans and strategies that are important in Pembrokeshire; the Welsh Assembly Government's One Wales agreement, its statement on sustainability One Wales: One Planet, its vision for the future of health and social care Design for Life Wales, its statement on the economy Wales: a vibrant economy, the Wales Spatial Plan, the Wales Transport Plan, the Environment Strategy for Wales, Planning Policy Wales, the Rural Development Plan, Pembrokeshire's emerging Local Development Plans, its Children and Young People's Plan, its Health, Social Care and Well-being Strategy, its Community Safety Plan and the Local Housing Strategy.
- 1.6 Whilst the publication of this Community Plan is significant, it is important to acknowledge that the true value of community planning lies in the dynamic nature of the process in keeping the Plan relevant to Pembrokeshire and its people. We hope that the issues identified in this document stimulate further discussion and that we are able to enter into a dialogue with the community regarding the improvements they would like to see implemented. We will be reviewing the content of this Plan on a constant basis and will publish an update report annually.

1.7 The objectives and actions identified in this Plan will be taken forward by the individual organisations that have supported its development, the LSB, the CPLP and a range of other statutory partnerships: Safer Pembrokeshire (Pembrokeshire's Community Safety Partnership), the Children and Young People's Partnership and the Health Social Care and Well-being Partnership (all of which will be producing updated plans in 2011). It is not our intention to establish additional delivery mechanisms where groups are already in place.



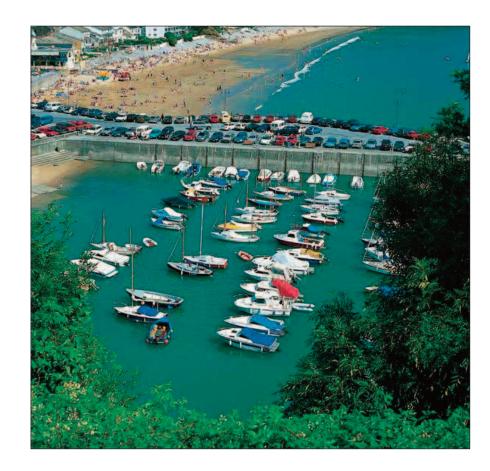
## 2. Pembrokeshire in context

- 2.1 Pembrokeshire has a strong sense of identity. However, there are substantial differences between its communities. Although Pembrokeshire is predominantly rural, it has two substantial urban hubs. The Haven Towns are grouped around the Milford Haven Waterway and provide much of the County's housing, retail and employment. The smaller Fishguard and Goodwick hub is an important economic driver for north Pembrokeshire.
- 2.2 The rural areas of north Pembrokeshire have a different cultural and linguistic heritage to those in the south of the County. The approach all partners will take over the lifetime of this plan recognises that rural communities can be fragile and our approach to housing, access to services and economic development needs to be sensitive to the needs of these communities.



- 2.2 Pembrokeshire is often described as being unique. Whilst this is undoubtedly true Pembrokeshire's exemplary coast and countryside, and its history of development based on agriculture, tourism, defence and the Milford Haven Waterway certainly make it special the issues that are important locally are similar to those you would expect to see in many other rural counties.
- 2.4 The chart on page 8 identifies how Pembrokeshire ranks alongside the 22 local authority areas in Wales against a number of key indicators (information relating to a range of other indicators is available on the Pembrokeshire Local Service Board website <a href="https://www.pembrokeshire.gov.uk/lsb">www.pembrokeshire.gov.uk/lsb</a>).
- 2.5 The more striking aspects of this picture are our low levels of household income, our high average house price and the fact that since 2001 Pembrokeshire has had the fastest growing population in Wales (in percentage terms).
- 2.6 Some of the other issues we need to address include the amount of CO2 we produce, the difficulties associated with delivering services in such a sparsely populated area and the service demands associated with the fact that we have an ageing population.

2.7 The challenge we face over the period covered by this Plan is how best to address these competing interests. Clearly there are issues with the performance of our economy, but progress in this area will need to be balanced against the importance of the environmental and community qualities that make Pembrokeshire such a special place to live and visit.



# 3. Vision and framework

- 3.1 Our analysis of the issues described above has enabled us to identify the vision and the 8 themes around which this document is structured.
- 3.2 Our overall aim and vision for Pembrokeshire is, quite simply:
  - To ensure that Pembrokeshire is prosperous and that it remains vibrant and special
- 3.3 The 8 themes we have identified are listed on the diagram opposite. The themes are not ranked in any order of importance and do not reflect the full range of responsibilities of the organisations that make up Pembrokeshire's partnership. They do reflect, however, the broad areas around which we think we should organise our efforts.
- 3.4 The following diagram illustrates the range of geographical scales and dimensions that will have a bearing on the work we pursue. We have placed the individual at the centre of the diagram to illustrate the fact that our work is about improving the quality of life experienced by people. We can only achieve this by working in partnership with the people we serve and by all individuals being willing to take responsibility for themselves and their actions. The diagram also recognises the **global**, **national** and **regional** factors that will constrain the impact we are able to have in each area; this

is particularly apparent in relation to the well being, economy and environment themes. It is at the level of **Pembrokeshire - The Haven**<sup>1</sup> and at the **local** scale where we will be able to make the greatest difference. This is where we must build on our distinctiveness as a County and the diversity that exists within and between our communities to improve quality of life for all.



<sup>&</sup>lt;sup>1</sup>Pembrokeshire - The Haven is one of the six sub-regions in Wales identified in the Wales Spatial Plan

- 3.5 This framework is not perfect; there are clear overlaps. and interconnections that run across the themes and scales set out above. The challenges facing Pembrokeshire are complex and multi-faceted. It is important that the themes identified in this document are not regarded as existing in isolation from one another all of the themes are interconnected. For example, sustainability is one overarching principle of this Plan. Our understanding of sustainability as a concept is that it provides a framework for creating an equitable social economy to enable all people to meet their basic needs and improve their quality of life while ensuring that the natural systems, resources and diversity upon which we depend are maintained and enhanced for future generations<sup>2</sup>.
- 3.6 Addressing the issues described in this document and delivering the improvements that individuals and communities have requested will require the partnership of agencies in Pembrokeshire to work across themes and across organisational and administrative boundaries.

- 3.7 The classification of the 8 themes set out in this Plan, then, is a simplification of the issues that are relevant to Pembrokeshire. However, the themes also provide a structure around which we can mobilise activity and coordinate the delivery of services. The following pages describe the scope of each theme in more detail and sets out our objectives for the next 15 years.
- 3.8 In addition to the strategic policy statements that are made in this Plan, we have set out a range of shorter term priority projects and actions that will help us to achieve the long term vision. For this version of the Plan we have focussed on projects that will, for the most part, improve the process of partnership working in Pembrokeshire. A summary of the projects that the CPLP will be delivering over the next 2-3 years is set out on page 29.

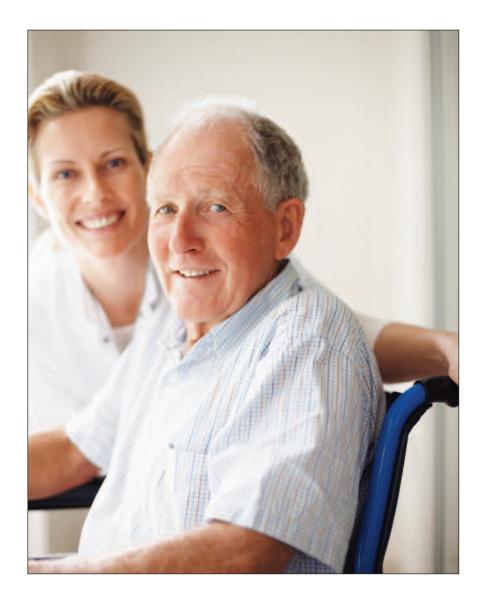
<sup>&</sup>lt;sup>2</sup>Cynnal Cymru – Sustain Wales 2004

# 4. Well-being

- 4.1 Our objectives for the Well-being theme are to:
  - 1. Adress the underlying causes of poor health
  - 2. Promote public health
  - 3. Mitigate the impact of poverty
  - 4. Improve the integration of health and social care services
  - 5. Provide high quality social care services
- 4.2 An individual's quality of life is dependent on their sense of well-being and the degree to which they enjoy good health. The headline data for Pembrokeshire demonstrates that we are close to the Welsh average in relation to the prevalence of many health conditions. Most people in Pembrokeshire enjoy good health and well-being but there are significant variations. Individuals who experience poor health are often people who are disadvantaged in economic terms. We have a fundamental responsibility to address the underlying causes of this inequality.
- 4.3 Deprivation in Pembrokeshire is masked by the relative affluence of the County as a whole. We have few areas that are classified as being among the most deprived in Wales, but there are hidden pockets of significant deprivation. The dispersed nature of

- deprivation in rural areas presents a different challenge for service providers that requires a different approach to that which may be adopted in an urban setting.
- 4.4 Pembrokeshire, in common with many other areas, has a higher than average proportion of elderly people. The proportion of people who are very elderly is forecast to increase rapidly and this will inevitably lead to a rise in demand for health and social care services. The type of demand is also changing the evidence suggests that more and more people wish to remain independent for as long as possible and receive care in their own homes.
- 4.5 Local people have also identified well-being and health as being significant concerns. The 2007 Residents Survey established that local people support the provision of improved screening services, improved access to dental services and more support services to enable independent living.
- 4.6 Our approach to well-being builds on the priorities identified in Pembrokeshire's Health, Social Care and Well-being Strategy and our Children and Young People's Plan but also recognises the role we can play in addressing the underlying causes of poor health and well-being – especially deprivation, poverty and poor housing.
- 4.7 Individuals have to take responsibility for their own health and well-being, but we want to encourage people to reach their potential by supporting them to live healthier and happier lives. We will achieve this by providing advice, by promoting the unrivalled opportunities for recreation that are offered by Pembrokeshire's environment, by delivering health education and by embedding the principles of fair access and 'joined up' service delivery.

- 4.8 We will also continue to focus on identifying risk factors for illnesses at an early stage. Where it is cost effective to do so we will support people who are in need and have long term conditions and help them to live independently in their own homes. Increasingly, we will embed the principle of service integration when shaping future provision and we will improve the services we offer to support mental health.
- 4.9 Alongside this activity, however, we will work to deliver improvements in the local economy – by working to broaden our economic base and by addressing the issues of unemployment and low pay. We will also work to improve the condition and supply of housing in the County. The success of this work will be critical to the delivery of improved well-being and quality of life.



## 5. Environment

- 5.1 Our objectives for the Environment theme are to:
  - 6. Address the challenge of climate change
  - 7. Enhance our natural environment and maintain our cultural and historical distinctiveness
- 5.2 The issues affecting our environment vary significantly in scale. At a global level there now seems no doubt that the world's climate is changing. Unless current global CO2 emissions (and other greenhouse gases) are reduced, the average temperature across the planet will increase to a level that will have a significant impact on society. We recognise that we must play our part in addressing this important challenge.
- 5.3 The Climate Change Act commits the UK Government to an 80% reduction in the amount of CO2 produced by 2050 (on the level in 1990). The Welsh Assembly Government also requires public agencies to reduce their emissions by 3% each year. The carbon footprint of the Pembrokeshire Haven is significant.
- 5.4 We must recognise that even if significant reductions in the production of greenhouse gases are achieved, the average global temperature is still likely to rise. We will need to be ready to adapt

- to the consequences of climate change (an increased risk in the frequency and severity of flooding, for example).
- 5.5 Pembrokeshire is widely recognised for the quality of its environment. It boasts the UK's only truly coastal national park and its natural beauty provides the foundations for our tourism industry.
- 5.6 Pembrokeshire's biodiversity is of international and national importance, with over ninety sites that have some form of protective designation. The Countryside Council for Wales has classified most of Pembrokeshire as being of high or outstanding landscape quality. Although air and water quality across the County is generally good compared with other areas of Wales, rivers are fragile environments and there is some evidence that the ecological health of rivers in Pembrokeshire is being jeopardised by human activity. We also have a high number of historic buildings and a rich architectural heritage and sites of archaeological interest.
- 5.7 One of the most difficult challenges we face across all the themes outlined in this document is to reduce the per capita carbon footprint in Pembrokeshire to levels that are consistent with commitments in the Climate Change Act.
- 5.8 One way in which we can contribute towards achieving this is to ensure that our buildings, and the ways in which services and infrastructure are procured and delivered, are adapted to meet the challenges of climate change. We will continue to promote and encourage the use of sustainable forms of travel such as walking, cycling and public transport.

- 5.9 We will ensure that sustainability becomes embedded in Pembrokeshire's future development. For example, it will be an overarching principle of both the County Council and the National Park Authority's new Local Development Plans as well as the National Park Management Plan.
- 5.10 We will continue to address the issue of waste management in Pembrokeshire, facilitating a reduction in the amount of waste produced and ensuring that waste is managed sustainably. This is, in part, a response to the need to minimise the emission of greenhouse gasses, but will help us to ensure that resources are used efficiently.
- 5.11 We have a responsibility to maintain the high quality of the landscape and seascape in the County so that its aesthetic value continues to enhance the quality of life of current and future generations. We will continue to conserve and enhance biodiversity in Pembrokeshire, taking account of local and national priorities.
- 5.12 We also want to protect our heritage and improve the quality of the built environment in our towns and neighbourhoods; supporting the promotion of local distinctiveness and supporting the development of strong communities.



# 6. Economy

- 6.1 Our objectives for the Economy theme are to:
  - 8. Improve Pembrokeshire's potential for wealth creation
  - 9. Improve our town centres
- 6.2 A healthy and stable economy is vital to the success of Pembrokeshire and underpins quality of life. Our economy is heavily influenced by regional, national and international forces. However, we have a key role to play in developing the sectors that are important locally. Our economic history cautions against over dependence on a small number of major employers and sectors and we will continue to encourage economic diversification. We will improve the economy of the County by building on our strengths, by encouraging the development of more high value activity and by improving our skills base.
- 6.3 The energy sector is vitally important to our economy. Milford Haven can lay claim to being the energy capital of the UK 25% of the UK's petrol and diesel requirements and up to 30% of its gas is handled in the Haven. There is considerable potential for future growth in the energy sector, particularly in relation to marine renewable energy production. We are in a strong position to do

- this as the oil and liquefied natural gas industries provide a strong platform both in terms of physical infrastructure and skills.
- 6.4 As would be expected in a rural, coastal county, the proportion of people employed in agriculture, tourism, retail and the local building industry is relatively high. The proportion of people employed by the public sector is higher than the UK average but is typical for counties across rural Wales. A high proportion of people in Pembrokeshire are self-employed and we have a high number of small businesses; and this gives us an opportunity to improve the performance of our economy by growing existing companies. Few people are employed in the financial services and manufacturing sectors.
- 6.5 In the past, unemployment rates have been high in Pembrokeshire. Substantial progress has been made during the past decade to reduce this rate; it is now below the Welsh average. However, the recession has led to a rise in unemployment in the area, though this increase has not been as marked as in some urban Welsh authorities. A high proportion of people in Pembrokeshire receive a relatively low income.
- 6.6 These factors, along with the structural difficulties that are associated with our peripheral location, have resulted in Pembrokeshire, as well as other parts of West Wales and the Valleys, receiving the highest level of European regional policy assistance.
- 6.7 We will only achieve our priorities in the future if Pembrokeshire's economy is competitive and if we continue to increase wealth creation per head of the population and if we develop greater entrepreneurship skills, particularly amongst the young.

- 6.8 In order to do this we aim to develop the energy and environment sectors, regenerate our town centres and build a more entrepreneurial and knowledge based economy with strong further and higher education engagement. Increasing the range and quality of jobs available in Pembrokeshire will improve community stability currently many young people perceive that they should or are advised to leave the County in order to secure roles that match their aspirations.
- 6.9 Pembrokeshire has not been immune from the recession and we need to address the recent increase in unemployment. We will need to make the most of opportunities provided by the construction of Pembroke power station and European programmes that will help us tackle economic inactivity, deprivation and improve our town centres.
- 6.10 Having a successful economy is only part of the story; we also need to ensure that the benefits reach all communities. We want to decrease the proportion of people on low pay by providing opportunities for people to improve their skills.
- 6.11 We will also work to increase the quality of our offer to those visiting Pembrokeshire and seek to extend the tourism season in order to strengthen the tourism industry. We will also continue work with the agriculture sector to help it add value to what is produced in the County and to maximise the environmental benefits of land management. The Rural Development Plan will be an important way in which we achieve our objectives for both tourism and agriculture.



# 7. Community

- 7.1 Our objectives for the Community theme are to:
  - 10. Support the development of vibrant and sustainable communities
  - 11. Promote community cohesion
- 7.2 The strength of our communities is pivotal to the sustained improvement of quality of life. Communities have shaped our culture in Pembrokeshire. We have a rich history that can be seen in our landscapes, buildings and language. The distinction between the north and south of the County prevails, as does diversity and difference within these areas. It is clear from the Residents Survey that there is a strong identification with the County of Pembrokeshire. Eighty five percent of respondents said that they felt they belonged 'very' or 'fairly strongly' to the County. Our strong sense of community and our diversity are strengths we can build on.
- 7.3 Our communities continue to change and, in common with the rest of the UK, the proportion of residents over retirement age in Pembrokeshire is increasing. Whilst community identity is strong, and many communities can call upon significant social capital, some communities face significant challenges. For example, Pembrokeshire has two Communities First areas. Llanion in Pembroke Dock and Monkton were listed within the 100 most

- deprived wards in Wales in the 2008 Welsh Index of Multiple Deprivation. A partnership comprising community, business, voluntary and statutory sector representation has been working to improve the living conditions and prospects for people in those communities. Tackling child poverty is a particularly important objective for all the partner agencies in Pembrokeshire.
- 7.4 The voluntary and community sector plays a vital role in supporting communities in the County. Informal volunteering is also important to quality of life in Pembrokeshire. Partnership working has progressed immeasurably during the past few years, which has raised the scope for service provision by the third sector. The town and community councils have a duty to co-operate in community planning, but it is important that the community sector as a whole engages in the process. The continuing development of a strong voluntary and community sector will be particularly important during a period when it is likely that national public spending will be reduced.
- 7.5 More active and enterprising communities can provide some of the services that have traditionally been provided through family networks or by public agencies. Good Neighbour Schemes, for example, are expanding throughout the County and these projects are showing some promising early results.
- 7.6 Our overall aim is to encourage the development of vibrant, cohesive and sustainable communities. We will achieve this by supporting the development of the voluntary and community sector, building skills within communities, by promoting volunteering and by encouraging communities to be more self-reliant.

- 7.7 There has been a significant and successful period of capacity building within the voluntary and community sectors. It will be important, therefore, to build on the skills that have been developed within the sector and support a shift towards greater delivery through social enterprise.
- 7.8 Through the community planning process, and partnership working in general, we will seek to increase participation in local affairs and decision making.
- 7.9 We will continue to support the celebration of Welsh culture and language in Pembrokeshire, at the same time as promoting a more diverse mix of cultural activities which are recognised, valued and taken up by local people and visitors alike. Collectively we have a significant responsibility for the equality agenda in Pembrokeshire; we are committed to working towards the elimination of discrimination and promoting equality of opportunity for all.



# 8. Housing

8.1 Our objectives for the Housing theme are to:

- 12. Increase the supply of appropriate housing
- 13. Improve the quality of our housing stock
- 8.2 The results of consultations across Pembrokeshire's communities have consistently identified access to good quality affordable housing as the single most significant concern of local residents. In the Pembrokeshire Residents Survey, for example, affordable housing was identified as being the top priority.
- 8.3 Research undertaken by the Joseph Rowntree Foundation<sup>3</sup> has found that, based on the difference between house prices and earnings, Pembrokeshire is one of the least affordable places to live in Wales.

- 8.4 This high demand for affordable housing locally has largely been driven by national forces and was exacerbated by the steep rise in house prices between the late 1990s and autumn 2007. Since that date the national average house price has fallen significantly. The price fall in Pembrokeshire, however, has been less marked and many properties remain beyond the reach of individuals on a typical income.
- 8.5 Whilst there is demand for affordable housing across the County, it tends to be higher in rural areas, where house prices are higher, where there are significant numbers of second homes, where in-migration is high and where the range of tenures is more limited. We have identified the need for nearly 3,000 additional affordable homes in the County to meet the back-log of demand.
- 8.6 The recession is making it more difficult to address the issue of affordable housing through the private sector. The low numbers of houses that are being built limits our ability to use planning agreements to secure additional affordable housing. We have a good track record of obtaining funding for social rented housing. The scale of the task, however, means that a range of methods will need to be employed to increase the supply of affordable housing.
- 8.7 House condition surveys have shown that the single largest section of unfit housing is in the private sector. Within the public sector investment in Council and Housing Association homes will see the Welsh Housing Quality Standard met by 2012. Although accurate data is difficult to obtain, the work that has been done suggests that, on average, homes in Pembrokeshire are more difficult and more expensive to heat.

<sup>&</sup>lt;sup>3</sup>Joseph Rowntree Foundation (2008) The geography of affordable and unaffordable housing

- 8.8 Our overall priority is to promote the development of a housing market that provides a range of housing to suit people with diverse needs throughout the County. We will achieve this by continuing to bring forward opportunities for the balanced development of the Haven towns (Haverfordwest, Milford Haven, Neyland, Pembroke and Pembroke Dock) as well as in Fishguard, Goodwick, Tenby and St Davids. This will be complemented by a renewed focus on the revitalisation of smaller rural centres and communities, as well as the consideration of affordable housing needs and the need for sheltered accommodation. Within the National Park area the focus will be on meeting the affordable housing needs of the local community.
- 8.9 We also have a duty to ensure that our housing stock can adapt to the changing demands that are placed upon it. These include the need to use less energy, responding to changing household sizes and types and the need to support elderly and disabled residents in their own homes.



# 9. Learning

- 9.1 Our objectives for the Learning theme are to:
  - 14. Increase skill levels in Pembrokeshire
  - 15. Provide high quality education services
  - 16. Address inequalities in educational attainment
- 9.2 Learning broadens people's horizons and enables them to meet their potential. Learning, and skills development, underpins economic performance. The industries with the best long-term prospects are those that are involved in the knowledge economy. There is also clear evidence that the higher the skill level an individual has, the easier it will be for he / she to secure and maintain employment and well-being.
- 9.3 Existing education and further and higher education services within Pembrokeshire perform well when compared with the rest of Wales. There are variations however as is the case elsewhere in the country, those pupils who qualify for free school meals perform less well than those who do not.
- 9.4 People in Pembrokeshire have relatively good access to a broad range of higher education providers. Provision within the County is

improving and there are a number of high quality facilities elsewhere in South West Wales. However, the number of graduates of working age in the County is slightly below the Welsh average.

- 9.5 It is important to keep people of all ages engaged in learning. This is particularly important in relation to people who are not in education, employment or training. This can be an effective way of tackling inequality and poverty (particularly child poverty). It is also desirable that learning opportunities are provided for elderly people. There is evidence to suggest that such opportunities can enrich the lives of elderly people (and communities) and deliver significant health benefits.
- 9.6 An additional challenge that we face is the need to broaden choices for education and learning. Our Schools, Pembrokeshire College and other training providers will need to work together to achieve this. We will also need to consider what we can do to facilitate distance learning.
- 9.7 A key priority for us is to raise skill levels to better meet existing and future business needs across a range of sectors. There are two areas of work that will support this. The first is targeting training and support for training at those industries where we know that there are good long-term prospects for employment. For instance, we are working with a range of private and public bodies to promote skills in the energy and engineering sectors. The second is to provide opportunities for basic skills training. We have been successful in achieving significant investment from European funding to support this work.

- 9.8 We will seek to maintain high standards of educational attainment and continue to reduce inequalities in attainment. We are committed to an early intervention approach and recognise that services for children with additional learning needs have to be consolidated and developed further. We also recognise our responsibilities to support and protect looked after children in the community. This reflects the approach described in Pembrokeshire's Children and Young People's Plan.
- 9.9 We will provide additional support for young people who are not in education, training or employment. This will enable them to re-engage with learning and gain work-related experience and skills.
- 9.10 We will work to ensure that the organisation of education and skills provision within communities strikes the right balance between choice, quality and cost by exploring opportunities for joint delivery by local schools, Pembrokeshire College and other training providers. Any changes we make will be introduced incrementally.
- 9.11 We will continue to promote the Pembrokeshire Learning Network and further develop a programme of community learning.



## 10. Access

- 10.1 Our objectives for the Access theme are to:
  - 17. Improve communication links to, from and within Pembrokeshire
  - 18. Improve access to the services we provide
  - 19. Promote sustainable travel
  - 20. Improve access to green spaces
- 10.2 Access issues especially cut across all of the themes set out in this document. Pembrokeshire is a rural county; this adds significantly to the cost and complexity of delivering key services and increases our carbon footprint. In spite of our role as the gateway to Ireland, we have relatively poor rail and road connections. It is likely that fuel costs will escalate in future years and this will exacerbate the pressures that we already experience.
- 10.3 The Wales Index of Multiple Deprivation confirms that Pembrokeshire's communities are among the least accessible in Wales. The Regional Transport Plan for South West Wales identifies the need for improved access to the region. The Assembly Government's National Transport Plan recognises that the primary road links (A40 / A477) providing access to the ferry

ports are susceptible to unreliable journey times; we welcome this improvement in our infrastructure. However, we maintain that planned investment still falls short of what is required and we will continue to lobby the Assembly Government to address the issues of transnational travel, unreliable journey times, slower moving vehicles and congestion.

- 10.4 Our telecommunications infrastructure, including our access to fast broadband and mobile phone coverage, is also inferior when compared with other areas. This limits our ability to compete economically and reduces opportunities for 'virtual' or electronic service provision. Despite these limitations opportunities exist to harness the potential of these technologies to reduce the need to travel excessive distances within Pembrokeshire.
- 10.5 The results of the 2007 Residents Survey suggest the majority of local people are concerned with access to health care services and primary schools. Changes in the way that health care is delivered may mean that people will travel further to access specialist health care in the future.
- 10.6 The dispersed nature of settlements in Pembrokeshire means that most people rely on private transport. However, there are still opportunities to make travel more sustainable. The volumes of traffic generated in our towns, though relatively low, are still high enough to cause congestion.

- 10.7 Equality of access is a problem in Pembrokeshire. The distances that people in rural areas are required to travel to access key services are significant. This has a disproportionate impact on some of our elderly residents, those with impaired mobility and people who do not have access to a car. Community transport will continue to play an important role in helping to promote equality of access to key services.
- 10.8 Our overall aim is to improve access to a wide range of services and facilities including employment and business, education and training, health care, tourism and leisure activities. We will work towards ensuring equality of access to our services and, where possible, integrate transport networks to make it easier for people to travel more sustainably.
- 10.9 We will lobby for further investment, over and above that which is already planned, in the trunk road network, and we will work with regulators and providers to improve telecommunication links and the speed with which broadband operates in the County.
- 10.10 We will explore opportunities to deliver services in new and innovative ways, making the most of the technology that is available and by promoting joint-delivery by partners. A particular priority will be integrating the delivery of health and social care, especially in rural areas.

- 10.11 We also want to ensure that green spaces are accessible to all. This will help people to make the most of Pembrokeshire's environment and support the tourism sector. We will continue to find innovative and environmentally responsible ways of managing the traffic generated by tourism.
- 10.12 We are committed to the principles set out in the Welsh Assembly Government's Rural Health Plan which aims to address the challenges of ensuring people have appropriate access to healthcare, particularly in sparsely populated communities.



# 11. Safety

- 11.1 Our objectives for the Safety theme are to:
  - 21. Reduce fear of crime
  - 22. Address the underlying causes of crime and anti-social behaviour
  - 23. Provide high quality child protection services
  - 24. Improve road and home safety
- 11.2 Pembrokeshire has one of the lowest recorded crime rates in England and Wales and, in comparison with other areas, people in Pembrokeshire tend to feel safer. However, public concern with crime and disorder in the County is high and community safety was identified as the second most important issue for local people in the 2007 Residents Survey. Our aim is to prevent crime, anti-social behaviour, substance misuse, to reduce reoffending and to reassure people that Pembrokeshire is a safe place to live.
- 11.3 When asked about the type of crime that they are worried about, 62% of respondents cited anti-social behaviour as their main concern. Anti-social behaviour tends to be concentrated in urban areas. Although young people are often identified as the cause of problems, young people themselves appear to be just as concerned about it as elderly people.

- 11.4 Road safety and traffic management are consistently raised as important issues for most communities. Though we have made good progress in bringing down casualty rates among many categories of road users, making the roads safer in Pembrokeshire remains a high priority for us.
- 11.5 Home safety is also an important issue in Pembrokeshire. The Fire and Rescue Service and Dyfed Powys Police work closely with Safer Pembrokeshire, the Children and Young People's Partnership, Pembrokeshire County Council and the voluntary and community sector keep people of all ages safe in their homes.
- 11.6 The energy installations and industrial facilities located on the Haven underline the importance of monitoring safety on an ongoing basis. All the partner organisations that are working to improve quality of life in Pembrokeshire take their responsibilities in this regard very seriously and contribute to the continuous review of safety procedures and emergency planning at the sites concerned.
- 11.7 Although the Police have a responsibility for many aspects of community safety, both Pembrokeshire County Council and the Police share a duty to ensure that the Government's Single Confidence Measure is met. Other organisations such as the health service in Pembrokeshire, the local fire service and probation also have a shared responsibility to promote community safety. We have a good track record of partnership working in this area and community safety is one of the first areas where we have been working together in a formal partnership.

- 11.8 Our approach to safety reflects the priorities that are identified in Pembrokeshire's Community Safety Strategy, which is reviewed each year by Safer Pembrokeshire. Our aims are to reduce fear of crime and the impact that this can have on communities by maintaining low levels of crime and by focusing on areas where anti-social behaviour is an issue (including environmental and nuisance crime).
- 11.9 Tackling the underlying causes of crime and disorder constitutes one aspect of our approach and we will also focus our efforts on reducing the harm that can result from substance misuse, especially alcohol and class A drugs.
- 11.10 There is evidence that domestic burglary and burglary from commercial premises increase during recessions. We will do our best to maintain the current low levels of these types of crime in Pembrokeshire.

- 11.11 Whilst the number of children and families receiving specialist services is low we are committed to protecting all children and their families in Pembrokeshire from abuse and neglect. The Local Safeguarding Children Board a multi-agency forum will continue to coordinate the planning, delivery and monitoring of child protection services.
- 11.12 We will continue to work towards improving road and home safety and will implement a range of measures, including driver and other road user education and the roll out programmes that promote home safety.





# 12. Improving partnership working

- 12.1 Further information regarding the action that is being taken to deliver the objectives set out in this Plan is contained within Pembrokeshire's other statutory partnership plans the Children and Young People's Plan, the Health, Social Care and Well-being Strategy, and the Community Safety Plan Pembrokeshire's Local Development Plans and the corporate strategies of the organisations that have contributed to its development. The action plan below does **not** repeat actions that have already been identified in these other plans.
- 12.2 For the purposes of this Plan we have identified a number of priority actions that will improve the process of partnership working in Pembrokeshire. This activity will support the actions that are being delivered under the strategies described above. In addition, we have provided examples of actions in areas that are not currently covered by any of the statutory partnership plans mentioned above. These should be regarded as work in progress; we will be reviewing all of the actions set out below on an ongoing basis.
- 12.3 Whilst we have identified a specific lead body or bodies for the actions identified below, it will be the responsibility of all the partners represented on the CPLP to work towards the specified outcomes

Ref	Action	Lead Body	Outcomes
CP201001	Develop proposals to introduce collaborative community and service user engagement	CPLP	<ul> <li>More consistent dialogue with community groups and service users</li> <li>Reduction in the overall cost of engagement activity</li> </ul>
CP201002	Conduct an audit of existing partnership actions and identify opportunities to join up activity	CPLP	<ul><li>Greater coordination of service delivery</li><li>Reduction in unnecessary costs incurred by service providers</li></ul>
CP201003	Develop proposals to encourage more effective coordination of statutory partnerships	CPLP	<ul><li>Improved integration of statutory partnership plans</li><li>Reduced duplication of activity</li></ul>
CP201004	Develop proposals to implement CPLP sub-groups (e.g. Environment, Economy, Communities)	CPLP	<ul> <li>More consistent dialogue with community groups and service users</li> <li>Improved integration of statutory partnership plans</li> <li>Increased capacity to identify community needs and target resources</li> </ul>

Ref	Action	Lead Body	Outcomes
CP201005	Develop integrated needs analysis for statutory partnerships	CPLP	<ul> <li>Increased capacity to identify community needs and target resources</li> <li>Improved data sharing between partner organisations</li> </ul>
CP201006	Expand use of <i>Ffynnon</i> performance management system across partnerships	CPLP	More effective performance management
CP201007	Conduct 2011 review of the Community Plan	CPLP	Increased capacity to identify community needs and target resources
CP201008	Implement Pembrokeshire's Local Delivery Agreement	LSB	<ul> <li>Improved outcomes relating to the Extra Care Scheme in Crymych and the roll out of Complex Care Teams</li> <li>Increased supply of affordable housing</li> <li>Improved skill levels</li> </ul>
CP201009	Develop proposals for a single public service directory and contact number	CPLP	<ul> <li>Improved access to services</li> <li>Ensuring effective use of all available resources</li> </ul>
CP201010	Develop proposals to improve efficiency through more effective collaborative working between public sector service providers	LSB	<ul> <li>Improved access to services</li> <li>Ensuring effective use of all available resources</li> </ul>
CP201011	Build on joint working between health and social care	PCC / Hywel Dda Health Trust	<ul> <li>Improved integration of health and social care service provision</li> <li>Ensuring effective use of all available resources</li> </ul>
CP201012	Develop proposals to create a shared Pembrokeshire Third Sector Resource Centre	PCC / PAVS	<ul> <li>Improved joint working between voluntary sector organisations</li> <li>Ensuring effective use of all available resources</li> </ul>

Ref	Action	Lead Body	Outcomes
CP201013	Develop proposals to improve the coordination of skills and back to work schemes	Job Centre+/ PCC / Pembs Coll	<ul> <li>Increased capacity to support service users</li> <li>Ensuring effective use of all available resources</li> </ul>
CP201014	Implement initiatives to meet higher standards in bathing water directive / water framework directive		Improved water quality
CP201015	Develop proposals to aggregate public sector broadband demand	CPLP / LSB	<ul> <li>Increased broadband coverage</li> <li>Reduced cost to public sector organisations</li> <li>Improved opportunities to implement innovative service delivery solutions</li> </ul>
CP201016	Bring forward proposals to extend existing joint working arrangements between PCC and PCNPA	PCNPA / PCC	<ul><li>Improved service quality</li><li>Ensuring effective use of all available resources</li></ul>
CP201017	Implement a community alert system so that urgent messages can be disseminated to staff working in the community	Dyfed Powys Police Force /PCC	<ul> <li>Improved response to emergencies</li> <li>Increased public confidence</li> </ul>
CP201018	Work with partners to develop innovative solutions to providing affordable housing in rural communities	CPLP / LSB	<ul><li>Increased supply of affordable housing</li><li>Ensuring effective use of all available resources</li></ul>
CP201019	Build on the County's strategic location for energy and port related development by encouraging appropriate developments in appropriate locations, especially those that increase employment linked to energy generation		<ul> <li>Increased inward investment</li> <li>Increased economic activity</li> </ul>
CP201020	Develop employer supported and employee volunteering programmes	CPLP	Increased numbers of people volunteering

# 13. Monitoring and reviewing this Plan

- 13.1 Progress relating to this Plan will be monitored at a strategic level by two partnership groups. Pembrokeshire's LSB will maintain oversight of the Community Plan. The CPLP will continue to evaluate whether or not quality of life is improving in Pembrokeshire and will drive the implementation of the initiatives set out in section 12.
- 13.2 Both of the partnership groups will rely on performance management support provided by Pembrokeshire County Council. The Council uses an electronic system known as Ffynnon to track its progress in a range of service areas. The system can be tailored to monitor whether or not projects and programmes are being implemented effectively and can be used to relate this information to relevant 'outcome measures'.
- 13.3 What do we mean by outcome measures? Whilst it is important that we are able to show that projects are being delivered, it is just as important to know what impact these projects are actually having. For this reason we have identified a series of outcome measures which, taken together (and viewed alongside the information we collect regarding project delivery), provide an overall picture of quality of life in Pembrokeshire. These measures are not perfect it is sometimes difficult to make precise connections between such measures and the projects that have been implemented however they do provide us with

a level of insight the benefit of which we would not have were we to rely on project information alone. The measures should not be used to draw comparisons between local authority areas; their value lies in enabling trends to be identified over time (in most instances it will be possible to track the indicators listed on an annual basis).

13.4 The outcome measures that we have adopted reflect the themes upon which this Plan is based:

## 1. Well-being

- Adults who eat fruit and vegetables (5-a-day) (%)
- Adults who meet physical activity guidelines (%)
- Adults who smoke (%)
- Adults who drink above guidelines (%)
- Adults who reported any mental illness (%)
- Children living in workless households (%)
- Rate of older people supported in the community (per 1000 population aged 65 or over)
- Rate of delayed transfers of care for social care reasons (per 1000 population aged 75 or over)
- Rate of delayed transfers of care for health care reasons (per 1000 population aged 75 or over)

#### 2. Environment<sup>4</sup>

- CO2 emissions non domestic public stock (tonnes)
- Pembrokeshire bathing waters classified as excellent or good (%)
- Number of Pembrokeshire beaches with green coast awards
- Municipal waste sent to landfill (%)
- Total number of reported incidents of fly tipping
- Designated areas in favourable condition (SAC, SPA, SSSI) (%)
- Biodiversity indicators included in the national Biodiversity Action Recording System

### 3. Economy

- Median annual household income
- Claimant count amongst working age population (%)
- Proportion of economically inactive working age people who want paid work (%)
- Total number of planning applications
- Total number of new business enquiries
- Total number of qualified inward investment enquiries

### 4. Community

- Total number of racial incidents recorded as crime
- Total number of volunteers placed with organisations
- Total number of supported bus and community transport passenger journeys

## <sup>4</sup>We are in the process of identifying indicators concerning climate change and the water quality framework directive

### 5. Housing

- Rate of households recognised as newly homeless (per 1000 households)
- Average number of days homeless households spend in temporary accommodation
- Total number of additional affordable housing units
- Total number of new dwellings completed
- Private sector renewal expenditure
- High risk private sector dwellings improved to an acceptable level (%)

#### 6. Education

- Proportion of 16 year olds without 5+ GCSEs (%)
- Persons in employment in skilled trade occupations (%)
- Persons in employment in professional occupations (%)
- Persons in employment in associate professional and technical occupations (%)
- Resident working population with NVQ4 and above (%)

#### 7. Access

- Principal roads in poor condition (%)
- Non-principal/classified roads in poor condition (%)
- Access to key services (accessibility mapping measures currently under development)
- Total number of passengers using Coastal buses
- Rights of way classified as easy to use (%)

## 8. Safety

- Substance misuse referrals that were new cases (%)
- Number of referrals with main problem alcohol
- Number of adults who reported binge drinking
- Total number of Killed or Seriously Injured (KSI) by mode of travel
- Incidents of criminal damage (per 1000 population)
- Incidents of violence against the person (per 1000 population)
- Total number of children on the Child Protection Register
- 13.5 It is good practice to review issues, actions and measures periodically and the CPLP will conduct an annual review of the Community Plan. Members of the public and community groups will be engaged in these reviews indeed, one of the benefits of the community planning process will be the development of a more consistent dialogue between service providers and their customers.



# 14. Partnerships

The following bodies have supported the development of this Community Plan:



Countryside Council for Wales



Dyfed Powys Police



**Environment Agency Wales** 



Hywel Dda Health Board



Mid & West Wales Fire & Rescue Service



Milford Haven Port Authority



Pembrokeshire Association of Local Councils



Pembrokeshire Association of Voluntary Services



Pembrokeshire Coast National Park Authority



Pembrokeshire College



Pembrokeshire County Council



Job Centre Plus



Welsh Assembly Government

# 15. Summary of consultation responses

- 15.1 In developing this Community Plan we have sought the views of a range of stakeholders and, wherever it has been practical to do so, we have accommodated their comments within this final document.
- 15.2 Many of the policy statements made in the Community Plan are based on commitments made in other statutory plans that have already been the subject of extensive consultation. The 2007 Pembrokeshire Residents Survey has provided further insight regarding community views.
- 15.3 An early draft of this Plan was published in September 2009 in the form of a Preliminary Policy Statement. The purpose of this statement was to give some indication of the structure and issues that were likely to find their way into the final Plan, and to stimulate discussion regarding its content. The statement was widely circulated by a range of organisations as well as via the County Council's website, which also offered a facility to provide feedback.
- 15.4 In addition, members of the Community Planning and Leadership Group have promoted the Preliminary Policy Statement at the following forums:
  - Town and Community Councils Liaison Meeting
  - Town and Community Council Area Liaison Forums (North East, North, Mid, South East, South West, South)

- Voluntary Sector Liaison Group
- Older Person's Forum (inc. 50+ Network and Strategy Group)
- Children and Young People's Partnership
- Health Social Care and Wellbeing Partnership
- Safer Pembrokeshire
- Pembrokeshire Tourism Association
- Pembrokeshire Association of Voluntary Services Annual General Meeting
- 15.5 Further engagement events are planned, as well as further consultation with the Pembrokeshire Citizens Panel (a representative sample of 1000 residents). Our intention is to continue engagement and dialogue following the publication of this Plan; this 'conversation' will inform future reviews and revisions.
- 15.6 In general terms the feedback we have received to date has been positive. There is general support for the vision and framework set out in the Plan. A number of very specific comments were made regarding particular service delivery issues. Where possible these have been accommodated in the final Plan or fed back to the relevant organisations. The remainder of the messages received to date can be summarised as follows:
  - There were concerns regarding the community planning process. A number of people expressed the view that there are already too many plans and that the links between national, regional and local documents need to be more clearly articulated by the Welsh Assembly Government. There was support for the idea that dialogue between service providers and stakeholders should continue after the publication of the Plan.

There were also concerns regarding the weight that the Plan attached to **environmental and sustainability** issues. The *Environment Network Pembrokeshire* (TENP) submitted a detailed and constructive critique which questioned the compatibility of a sustainable future and the aggressive pursuit of economic growth. TENP suggested that issues such as rising fuel prices, food and energy security should be more obviously highlighted within the Plan. The CPLP and the LSB have established an environment sub-group to consider these concerns and continue a broad discussion around the environment theme.



# 16. Review of previous Community Plan

- 16.1 An important part of the process of developing this Community Plan has been to carry out a review of progress against the actions identified in previous Plans. The key lessons we have learned since the publication of the previous version of the Community Plan in November 2006 are:
  - we need to work harder to ensure that the work of the statutory partnerships in Pembrokeshire is more effectively coordinated and that duplication and unnecessary activity is kept to a minimum,
  - we need to be clearer about the success measures we employ to evaluate progress and make more effective use of technology to track our work, and
  - we need to engage more effectively with the community to assess whether or not we are tackling the right problems.

We have addressed each of these issues in the action plan set out on page 29 of this Plan.

- 16.2 The previous Community Plan identified 5 themes; vibrant communities, improving communications, economy, reaching potential and environment. The remainder of this section provides examples of achievements in each of these areas.
- 16.3 **Vibrant communities** Crime rates in Pembrokeshire are low and remained low throughout the period covered by the Plan.

Throughout the period, there was a much greater focus on tackling violent crime, particularly domestic violence. Repeat victimisation rates also fell. The number of casualties resulting from road accidents is falling broadly in line with targets we set ourselves. House prices increased sharply throughout the period. Delivering more housing is one of the strategic objectives set out in this Plan. Access to services remains a key issue, particularly for those people who do not have a car. We have been successful in increasing the coverage of community transport in the County and in providing IT-enabled access to services.

- 16.4 Improving communications The County Council and its partners worked hard to persuade the Welsh Assembly Government to fund dual carriageway standard improvements to the A40 and this remains a longer term objective. However, key improvements are being made such as completing work on the A477 around Cosheston and the Robeston Wathen bypass, which is under construction. During the Plan period, almost all exchanges in Pembrokeshire were upgraded to allow broadband. However not everyone can access broadband in rural areas and broadband speed remains an issue.
- 16.5 **Economy** Unemployment in Pembrokeshire fell to a historic low claimant count of 1.5% in September 2008, the second lowest rate in Wales and well below the national average. This was a significant achievement as unemployment in Pembrokeshire had been amongst the highest in the UK in the 1980s. Unemployment in Pembrokeshire has risen since autumn 2008 however it is still 0.5% below the Welsh average. Economic

activity figures (which are based on a national survey) suggest that female activity rates are little changed since 2006 whilst there has been an increase in the proportion of men who are economically active.

- 16.6 Reaching potential There has been steady progress on improving skills. For both primary and secondary school age children attainment has tended to improve. The data for adults is less clear but it appears to show that the proportion of adults with no qualifications fell from 25% in 2003 to around 13% for the past three years. We were unsuccessful in developing accurate figures on the amount of exercise that young people take. Actions included in the current Children and Young People's Plan include developing the range and quality of PE and sports-club based activity. Data on waiting times for hospital treatment has seen a significant improvement and now very few people wait more than 26 weeks between their first appointment and treatment. Whilst there is still a shortage of NHS dentists, the situation has improved and emergency NHS dental treatment is now offered.
- 16.7 Environment The amount of CO2 produced by the public sector fell over the Plan period. The condition of species and habitats remains mixed. A relatively high proportion of Sites of Special Scientific Interest are not in favourable condition and more survey work is required to understand why this is the case. The amount of refuse recycled or composted has increased significantly since 2003; during 2008/09 35% of waste was re-used, recycled or composted. In addition, the amount of biodegradable waste that has is being sent to landfill has

reduced to 27,032 tonnes. Our future targets in this area, however, are extremely challenging. Air and water quality are generally very good, however, there have been a number of incidents where heavy rain has resulted in short-term pollution on beaches. A project has been set up to look at ways of tackling this and to meet the new higher standards in the water framework directives. The percentage of land which meets the acceptable standard of cleanliness has been maintained at 97%, up from 90%. The percentage of footpaths that are easy to use has increased from just under 40% to 65% reflecting investment by both Pembrokeshire Coast National Park Authority and the County Council.



## 17. Glossary

Area Liaison Forums Regular meetings held between the Cabinet Members on Pembrokeshire County Council and groups of community councils

in the areas they serve (there are 6 Area Liaison Forums).

Preliminary Policy Statement A document that was published in advance of the Community

Plan being developed and used as a basis for carrying out

consultation.

Bathing Water Directive European legislation designed to improve the quality of our seas.

Carbon footprint An estimate of the total amount of carbon dioxide produced by a

person, organisation, event or product.

Citizens Panel A forum of residents that reflects the demographic makeup of an area and is used to gain an understanding of local views and

opinions (Pembrokeshire's Citizens Panel has 1000 members).

Communities First The Welsh Assembly Government have identified a number of

deprived areas in Wales and declared them 'Community First Areas'; this status provides additional funding and services to improve living standards and prospects in the areas concerned.

Economic diversification Expanding the sources of investment that support an area's

economy.

Ffynnon A computer system that all local authorities in Wales use to

monitor action plans and evaluate whether or not targets are

being met.

Good Neighbour Scheme A programme to help local residents encourage and manage

volunteer activity in their areas.

In migration The flow of residents into an area.

High risk private Homes that have been found to have serious hazards as sector dwellings defined by the Housing Health and Safety System. This replaces

the Decent Homes Standard.

Integrated Needs Analysis A formal process

A formal process to assess the needs of multiple service users prior to the development of detailed service design.

Local Delivery Agreement

The Welsh Assembly Government requires all LSBs to develop a Local Delivery Agreement, which describes the projects that each Board will deliver in the short – medium term.

Outcome measures

A measure that is used to evaluate the impact of service delivery on an area or population.

Residents Survey

A survey used to capture the views of an area's residents (the last such survey in Pembrokeshire was conducted in 2007).

**Performance Management** 

A formal process to ensure that goals are consistently being

met in an effective and efficient manner.

Safer Pembrokeshire

Single Confidence Measure

Pembrokeshire's Community Safety Partnership.

The Government has set every Police Force a target to raise public confidence that the police and local council are dealing with the anti-social behaviour and crime issues that matter

locally

Social Enterprise

An organisation that aims to achieve social or environmental goals as well as (and sometimes instead of) financial profit.

Third Sector

The Third Sector comprises community associations, self-help groups, voluntary organisations, charities, faith-based organisations, social enterprises, community businesses, housing associations, co-operatives and mutual organisations.

Water Framework Directive

European legislation designed to improve the water quality of

rivers, estuaries and other wetlands.

Welsh Housing Quality Standard

A Welsh Assembly Government programme to improve the physical condition of council housing and houses owned by

registered social landlords.

Welsh Index of Multiple Deprivation

The Welsh Assembly Government's official measure of

deprivation for small areas in Wales