



Title	Adoption of Well-being Plan 2023-28
Item Number	6
Date of Meeting	25 April 2023

To consider and comment on the following issues:

Following the discussion at the last PSB meeting in February on the draft Well-being Plan, the Plan was amended and circulated to the four statutory partners for approval.

Confirmation has been received from all four - the Health Board, NRW, Council and the Fire and Rescue Service - that the Plan has been approved. Certain comments were received:

Carmarthenshire County Council

"The Council supports the PSBs Well-being Plan and the objectives and steps set out. We would ask that within the delivery plan that will be developed to make progress against these steps that on-going consideration is given to embedding circular economy opportunities as part of the development and implementation of action, especially within the 'Ensuring a sustainable economy and fair employment' objectives but also across the whole plan where appropriate."

Mid and West Wales Fire and Rescue Service

"Cllr Broom and Cllr Madge wished to place on record their thanks to internal and external Officers for all their hard work in pulling the Well-being Plan together, the report was welcomed. Cllr Madge stated that he was concerned about diminished resources with partner organisations, which could hinder progress against the deliverables and outcomes outlined in the Plan, and also raised concerns with the increase of poverty across the County and elderly people becoming socially isolated due to limited services available. He reiterated that the Fire Authority will continue to support the work of the PSB in this regard."

It is proposed that the PSB accepts these comments and incorporates them into the development of the delivery plan as appropriate.

The Well-being Plan has now been produced in its final version and is attached for adoption by the PSB.

(Please note that there are some minor changes to be made to the design and to the text in the Welsh version – relevant changes will be outlined at the meeting.)

To discuss and agree	Is a decision necessary?	Yes
Proposed by		
Gwyneth Ayers, PSB Support Team		

THE CARMARTHENSHIRE WE WANT

Carmarthenshire Public Services Board
Well-being Plan 2023-28



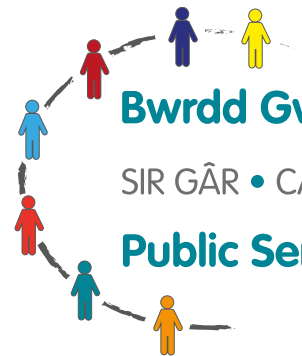
Bwrdd Gwasanaethau Cyhoeddus

SIR GŶR • CARMARTHENSHIRE

Public Services Board



**LLESIANT
CENEDLAETHAU'R DYFODOL
WELL-BEING OF
FUTURE GENERATIONS**



Bwrdd Gwasanaethau Cyhoeddus

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Public Services Board

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Foreword

As Chair of the Carmarthenshire Public Services Board (PSB), I am proud to present our Well-being Plan and to have been part of its development. I am excited about the opportunities this will bring for all of us who live and work in our county.



The PSB brings together a number of different organisations providing services to the public who are working together for the benefit of Carmarthenshire. We have a longstanding, successful track record of partnership working and continue to build on that.

We promote a positive culture of working together, concentrating our collective energy, effort and resources on providing efficient and effective services to local communities.

We will continue to do this by working collaboratively to add value to each other's services and will look at innovative approaches and new and different ways of working to achieve this.

Our Plan to do this is not about 'business as usual'. We are ambitious for our county. We want to see real improvements in the economic, social, environmental and cultural well-being of our residents.

This Plan, as required through the Well-being of Future Generations (Wales) Act, has been developed following significant engagement with our communities and other key stakeholders.

This engagement has identified our five key well-being objectives that we will focus our attention on delivering through collective action over the next few years:

- Ensuring a sustainable economy and fair employment
- Improving well-being and reducing health inequalities
- Responding to the climate and nature emergencies
- Tackling poverty and its impacts
- Helping to create bilingual, safe and diverse communities.

We are building stronger partnerships with our communities. We will be promoting co-production so that residents can come together to help improve their lives and solve the problems that are important to them. We will continue to develop these relationships so that this involvement flourishes which will help us to all deliver the objectives and action in our Plan.

We are continuing a journey that is long term and will shape our future over the next 20 years or more. We are dedicated to make positive changes to make a real difference. We will be radical in our thinking, efficient in the use of our resources and involve our communities in shaping and delivering the best possible future for all of us.

I hope that you will want to get involved with us and play your part.

Cllr Darren Price
Chair of PSB and Leader of Carmarthenshire County Council

Carmarthenshire's PSB

The Well-being of Future Generations Act put a well-being duty on specified public bodies across Carmarthenshire to act jointly and establish a statutory PSB.

The Carmarthenshire PSB was established in May 2016 and is tasked with improving the economic, social, environmental and cultural well-being of Carmarthenshire.

It must do so by undertaking an assessment of well-being in the County and then preparing a county Well-being Plan to outline its local objectives, the steps it proposes to take to meet them and how they contribute to the achievement of the well-being goals.

Members of the Carmarthenshire PSB are senior representatives from the following organisations:



Our Partnerships in Carmarthenshire

The Partnership landscape in Carmarthenshire fully embraces multi-agency working, with representation from a wide range of partner organisations, including the third sector, who work collaboratively to improve the outcomes for our residents.

Our partnerships have been involved in developing the objectives and contributing their views on key issues that the PSB need to be aware of to inform their development of the Well-being Plan. Collaboration and partnership working will continue to form an important part of the delivery mechanism across the county and the partnerships will be integral to delivering the PSB objectives.

It is fundamental within Carmarthenshire that our multi-agency partnerships have a continued role in taking steps to address the key issues and opportunities highlighted in the well-being assessment, some of which may not involve direct delivery towards the PSB objectives but will still be addressed and may contribute as work progresses.



Community and Town Councils

There are eight Councils within Carmarthenshire which meet the criteria of the Act: Carmarthen Town Council, Cwmaman, Kidwelly, Llanedi, Llannon, Llanelli Town Council, Llanelli Rural Council and Pembrey and Burry Port. This means that they must take “reasonable steps” to meet the objectives of this Well-being Plan and report on progress annually.

The PSB recognise the valuable contribution all Town and Community Councils fulfil within our communities and the PSB is exploring every opportunity to work together to deliver the Well-being objectives. All Town and Community Councils, including those covered by the Act have been consulted on the Well-being Assessment and Plan and are encouraged to consider how they can contribute to meeting the Plan’s objectives.



Swansea Bay City Deal

The Swansea Bay City Deal is a transformational approach to delivering the scale and nature of investment needed to support the region's plans for growth, with a total investment of £1.3 billion from both the public and private sectors over a period of 15 years.

The Deal provides a once in a generation opportunity to consolidate the region's role in technological innovation and to become a lead innovator in developing and commercialising solutions to some of the most pressing challenges in the fields of life science and well-being, digital innovation, energy and smart manufacturing.

Through the projects the City Deal will demonstrate the economic, social, environmental and cultural opportunities of using next generation digital innovations and technology to accelerate the regional economy and attract international investor interest, whilst remaining citizen-focused and grounded in the geography and assets of the Swansea Bay City Region.



West Wales Care Partnership

The West Wales Care Partnership (WWCP) has been established to oversee the continued transformation and integration of health, social care and well-being services in the West Wales area.

The Partnership brings together the three local authorities in West Wales (Carmarthenshire County Council, Ceredigion County Council and Pembrokeshire County Council), Hywel Dda University Health Board and representatives of the third and independent sector as well as service user/carer representation.

The Partnership has published a Population Needs Assessment for the region and will deliver an Area Plan to address the issues highlighted in the assessment. We will ensure that the work of the Area Plan and Well-being Plan complement each other wherever possible.



Reflecting on our Well-being Plan 2018-2023

All PSB partners are fully committed to take a preventative approach in all they do.

During 2018-19, the PSBs in Carmarthenshire, Ceredigion and Pembrokeshire engaged in the development of the Hywel Dda University Health Board's 'Healthier Mid and West Wales Strategy' and accompanying Health and Well-being Framework.

We have also seen this commitment demonstrated in the work of the Safer Communities Partnership in the prevention of crime and in the Early Intervention and Prevention Delivery Group's work on the First 1,000 days and on enhancing the health and well-being of our communities.



The County Council's 'Moving Rural Carmarthenshire Forward' report was presented to the PSB in September 2019 with its recommendations on regenerating local rural communities and collaboration opportunities with partners to support rural communities. The report followed an extensive piece of work by a cross-party Task Force which had included contributions from many PSB partners and the involvement of residents and stakeholders to find out about the needs of rural communities.

Collaboration opportunities for partners to support this agenda included economic development, education and skills, broadband and digital skills, tourism, transport and highways, agriculture and food, community resilience, access to services and third sector, renewable energy and the environment and waste. The 10 Rural Towns programme was a key development from this report.

During 2020-21, the PSB secured £100k funding to develop the Foundational Economy Challenge Fund project looking at public sector food procurement. The project focused on public sector procurement arrangements and local food supply chains.

Despite the challenging circumstances it was felt even more important to progress this work as part of the economic recovery planning and development work. The Centre for Local Economic Strategies (CLES) were commissioned to work with the Council, Health Board, University and Coleg to review current procurement arrangements and food spend/supply.

Securing the dedicated funding has enabled the PSB to integrate objectives and to outline the possibilities for development, giving a practical way forward for partners to work together. Further work will be taken forward within the PSB partners on the procurement

and economic recovery elements and discussions are on-going, with opportunities for further project development on the food supply chain.

Pentre Awel is an innovative £87m development which is being delivered by Carmarthenshire County Council. It is the largest regeneration scheme in South West Wales and will bring together life science and business innovation, community healthcare and modern leisure facilities at the 83-acre Delta Lakes site on the Llanelli coastline.

The truly collaborative scheme is being delivered for the local community by the County Council in partnership with Hywel Dda University Health Board, Universities and colleges and is part-funded by the Swansea Bay City Deal (£40million). It aims to create around 1,800 jobs over 15 years and boost the local economy by more than £450m.

A continuum of education, skills and training is being developed for local people to provide training opportunities from schools to further and higher education and continuing professional development. Most of the training available is around health and care but also includes construction, support services and digital training. Key providers have been identified including PSB partners - University of Wales Trinity Saint David and Coleg Sir Gâr – with Swansea and Cardiff Universities.

The PSB has discussed the wider determinants of well-being which include health, job creation, access to services, skills, training, and community cohesion. Members have also highlighted the potential need over the next 20-30 years and ensuring the facilities provided can adapt to future needs.



Development of the Hywel Dda University Health Board's 'Healthier Mid and West Wales Strategy'



£100k funding secured by PSB to develop the Foundational Economy Challenge Fund



The Centre for Local Economic Strategies (CLES) commissioned



Pentre Awel, innovative £87m development being delivered by Carmarthenshire County Council



Swansea Bay City Deal (£40million) aims to create around 1,800 jobs over 15 years and boost the local economy by more than £450m.



A Continuum of Education, Skills and Training under development

Carmarthenshire PSB’s Well-being Objectives and Steps

1 \ Objective	Phase 1 2023-24	Phase 2 2024-26	Phase 3 2026 – beyond
Ensuring a sustainable economy and fair employment			
Key steps			
• To plan for our future workforce by working collectively to promote work and career opportunities in the public sector.	➡		
• To prepare and publish a Carmarthenshire Food Strategy.	➡	➡	
• To increase Real Living Wage Accreditation amongst PSB members and promote Real Living Wage locally.	➡	➡	
• To improve the provision and skills to support the growing low carbon industry, building on current work through the Regional Skills Partnership.	➡	➡	➡
• To work towards developing an integrated local food system.	➡	➡	➡



2 \ Objective

Improving well-being and reducing health inequalities

	Phase 1 2023-24	Phase 2 2024-26	Phase 3 2026 – beyond
Key steps			
• To create a resilient relationship between the Public Services Board and the Regional Partnership Board in order to improve collaboration and integration on areas of common interest including prevention.	→		
• To support the delivery of the Healthy Weight, Healthy Wales programme.	→	→	
• To embed the vision of the Health and Well-being Framework and move to a Social Model of Health and Well-being.	→	→	
• To develop a partnership approach to addressing multi-agency issues relating to Adverse Childhood Experiences.	→	→	→
• To support delivery and share learning from the Health Board's 10,000 well-being conversations programme.	→	→	→



3 \

Objective

Responding to the climate and nature emergencies

	Phase 1 2023-24	Phase 2 2024-26	Phase 3 2026 – beyond
Key steps			
• To increase collaboration on Electric Vehicle EV Charging infrastructure at public sector venues.	➡		
• To systematically review the risks identified in the Climate Change Risk Assessment (CCRA3) Evidence Report – summary for Wales and develop a partnership response.	➡		
• To embed a partnership approach to developing Green and Blue infrastructure* in the county. *Green and blue infrastructure (GBI) is all the individual parcels of natural space and features within both our urban and rural spaces that when connected, deliver quality of life and environmental benefits for communities and the nature that thrives within them as a result.	➡	➡	
• To develop a demand analysis of PSB member estate and assets in order to reduce our future carbon footprint.	➡	➡	
• To identify opportunities for collaboration across public sector organisations to achieve the Net Zero Wales declaration.	➡	➡	➡



4 \ Objective

Tackling poverty and its impacts

	Phase 1 2023-24	Phase 2 2024-26	Phase 3 2026 – beyond
Key steps			
• To identify and action opportunities for PSB organisation staff to Make Every Contact Count (MECC) with improved signposting and referral to support services.	→		
• To build on current advice and support provision to residents through the Council's Hwb, by developing opportunities for collaboration across PSB organisations.	→		
• To further develop the 'Claim What's Yours' campaign on a multi-agency basis, with consistent messaging on support for residents.	→	→	
• To build live data in terms of fuel poverty and ensure promotion of home energy efficiency improvements.	→	→	→



5 \ Objective	Helping to create bilingual, safe and diverse communities		
	Phase 1 2023-24	Phase 2 2024-26	Phase 3 2026 – beyond
Key steps			
• To prepare a Carmarthenshire Volunteering Strategy.	➡		
• To assess current arrangements and prepare a multi-agency plan for further developing community resilience.	➡	➡	
• To support the implementation, further development and monitoring of the Welsh language Promotion Strategy.	➡	➡	➡



The Well-being Plan and why we need it

The Act's requirements

The Well-being of Future Generations Act (2015) is a ground-breaking law that provides a unique opportunity for all public services to work differently together, involving communities in shaping our long-term future and improving well-being for all.

The Act places the citizens of Wales in the centre of everything public services do to improve the economic, social, environmental and cultural well-being of Wales and that the sustainable development principle is integral to everything that we do.

Sustainable Development principle

Public Services, in working towards delivering these goals, must follow the sustainable development principle, designed to support and deliver a public service that meets the needs of the present without compromising the ability of future generations to meet their own needs. We need to ensure that when we make decision, we consider the impact this could have on people living in Carmarthenshire in the future.

National Well-being Goals

The Act sets out seven Well-being Goals which public services must work towards to improve the social, economic, environmental and cultural well-being of all of our communities.



Together they give public services a common purpose and shared vision to work towards. The goals must be considered as an integrated set, with the relevant links being made between them to deliver well-being. The objectives and actions outlined in this well-being plan have all been formulated with a view to making a wider contribution to achieving the national well-being goals.

Five Ways of Working

There are five Ways of Working public services must follow, to show how we have applied the sustainable development principle.

As a PSB, we must ensure that everything we do has taken these ways of working into consideration. We have to think more about the long-term, work better with local communities, look to prevent problems and take a more joined-up approach. This will ensure we also work together in a more robust and effective partnership approach.

Later in the Plan we describe in more detail how we have used the five ways of working in relation to each objective to maximise our contribution to each of the national well-being goals.

Credit: Five Ways of Working, Office of Future Generations
Commissioner for Wales



Collaboration

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



Integration

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



Involvement

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



Long-term

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



Prevention

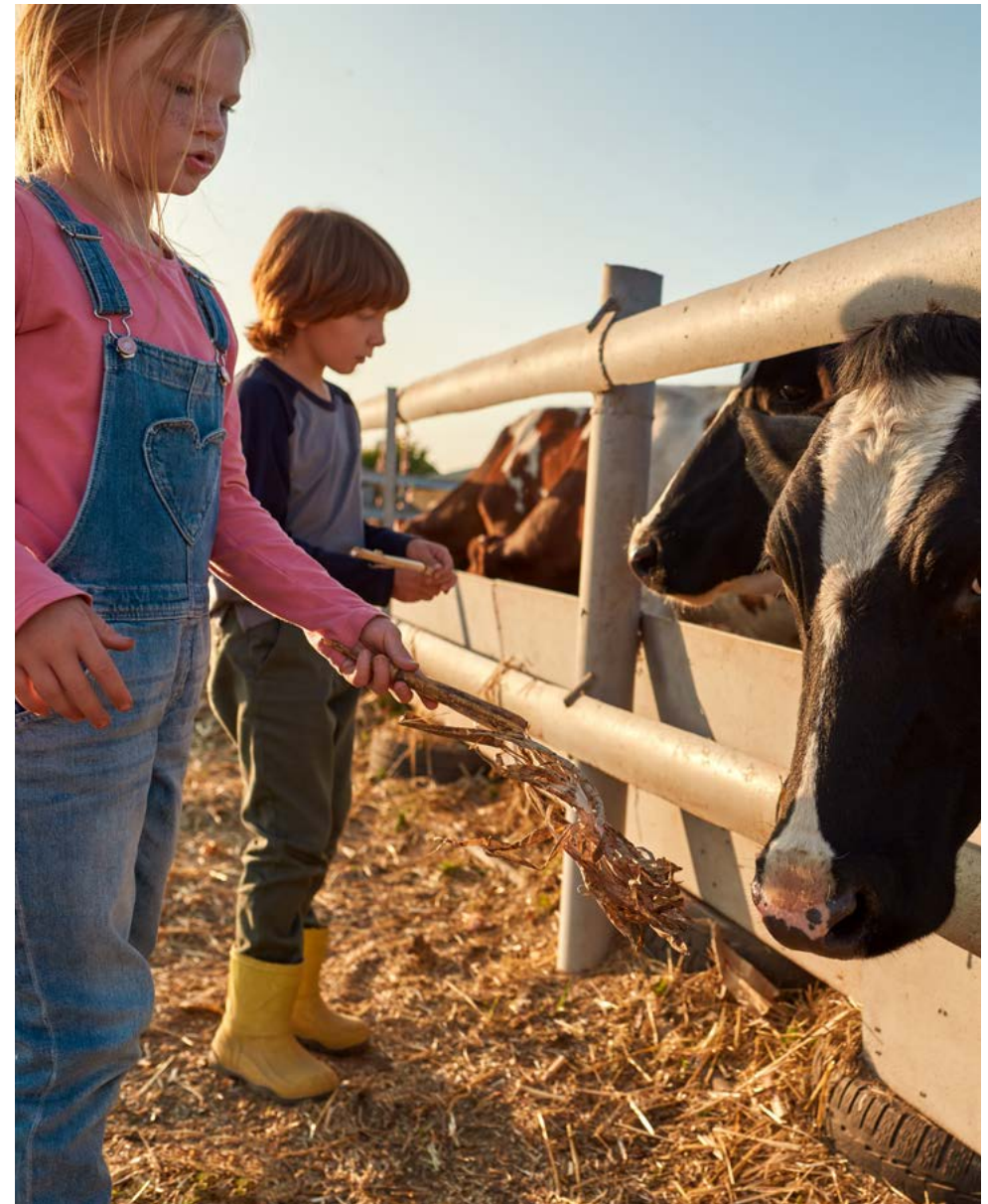
How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

Future Generations Commissioner

The general duty of the Future Generations Commissioner for Wales is to promote the sustainable development principle (the five ways of working) and to act as a guardian of the ability of future generations to meet their needs, by encouraging public bodies to take greater account of the long-term impact of the things they do.

The Commissioner gave detailed feedback on the Well-being Assessment which informed the development of the Well-being Plan.

Carmarthenshire PSB is working closely with the Commissioner whilst preparing our Well-being Plan and will reflect on the advice given on how to take steps to meet the local objectives set out in the plan in a manner which is consistent with the sustainable development principle.



Carmarthenshire at a Glance

The 2021 Census confirms that Carmarthenshire has a total **population of 187,900 residents**. Our population has grown by just over 4,000 (2.2%) since the last census in 2011, compared to 44,000 (1.4%) for the whole of Wales and by just over 3.5m in England and Wales (6.3%).

Our most recent data on the age profiles of domestic migrants presents a continuing trend of predominantly **student populations migrating out** of Carmarthenshire, with little evidence of return in the 20-29 young adult age groups. The net inflow is highest in the 30-65 age range and corresponds with an average higher net inflow of 0-14-year-olds. This is likely due to family age migration.

There is one person for every football pitch-sized piece of land in Wales. There were about 150 residents per square kilometre in Wales in 2021, up from 148 residents per square kilometre in 2011. As of 2021, Carmarthenshire is the fifth least densely populated of Wales, with an area equivalent to around **two football pitches per resident**.

In terms of migration linkages between Carmarthenshire and surrounding areas, the largest positive net exchanges have been with Swansea, Ceredigion and Neath Port Talbot. For the outflow, **the dominant net outflow has been to Cardiff**, with smaller net outflows to Bristol; both influenced by the annual migration of students to higher education.

There were 96,200 women (51.2% of the population) and 91,700 men (48.8%) in Carmarthenshire. This is a similar split to the previous Census and comparable to Wales and England & Wales. Since the 2011 Census, there has been an **increase of 18.9% in the number of people aged 65 years and over** living in Carmarthenshire (45,400), a decrease of 2.5% in people aged 15 to 64 years (112,100), and a decrease of 0.8% in children aged under 15 years (30,400).

It should be noted that there is now only **one ward in Carmarthenshire – Pontyberem - where over 60% of the population speak Welsh**. Ten years ago, it was identified that there were no wards in the county where over 70% spoke Welsh so this further reduction is having a significant impact in our localities.

Carmarthenshire borders Pembrokeshire to the West, Ceredigion to the North, Powys to the East, and both Neath Port Talbot and Swansea to the South-East. The Brecon Beacons **National Park covers approximately 9% of Carmarthenshire**, with approximately 1% of Carmarthenshire's population estimated to reside within the National Park.

In the 2021 Census results, there was a continued significant decline in the number of Welsh speakers in our county, from 43.9% in 2011 to 39.9%. There are now **72,838 Welsh speakers in Carmarthenshire**. This is the first time in the county's history that the percentage has fallen below 40% of our population.

All local authorities saw a decrease in the percentage of children aged 3 to 15 reported as being able to speak Welsh between 2011 and 2021. At a national level it is thought that the decrease in both the number and percentage of people aged three years or older able to speak Welsh is mainly driven by a fall among children and young people who reported as being able to speak Welsh. In Carmarthenshire the numbers of those aged 3-15 able to speak Welsh has decreased by 510 people, this translates to a percentage point decrease of 2.6.

Decreases have also been visible within the 16-64 and 65+ age categories although at more significant levels than the younger age group. To expand, the decline in those aged over 65 able to speak to Welsh translates to a percentage point decrease of 8.7.

74,355 people living in the county reported that they have no skills in Welsh during the 2011 Census. This level has **increased over the last ten years to 85,287** or 4.8 percentage points.

The number of people able to speak, read and write Welsh in the county has decreased by 1.9 percentage points or 1,828 people. **This is a considerably lower decrease than the figures for those only able to speak Welsh.**

The percentage of residents that have a **limiting disability has reduced slightly** in Carmarthenshire and nationally. 11.3% of these are limited in achieving their day-to-day activities.

The vast majority of **people living in Carmarthenshire were born in Wales (73.8%) or England (20.2%)**. There has been a decrease in the proportion of Welsh-born people living in the county since the last census with a decrease of 2.2%. Conversely, there has been an increase of 1.3% in the proportion of English-born people living in the county over the same time period.

The 2021 Census informs us that, of the 81,756 households in Carmarthenshire, **30.4% of households had one person with a long-term health problem or disability**, compared with 32% in 2011. This reduction is now only 1% above the Wales average compared to being 2% higher ten years ago.

Over the last ten years the county has become home to more people born in Romania and Poland, which account for some of the most significant proportionate rises. This is also true for people born in the Middle East and Asia. According to the Local Labour Force Survey / Annual Population Survey (2021), **4% of Carmarthenshire's population is from a Black, Asian, and Minority Ethnic background.**

We do note caution when using this information, as the survey is based on a smaller sample of population and on demographic trends that pre-date the COVID-19 pandemic. To supplement our evidence however, a total of 4,730 EU residents living in our county applied to the **EU Settlement Scheme** by the 30 June 2021 deadline; this is **2.5% of the current estimated population** of Carmarthenshire.

Carmarthenshire has the **highest proportion of households that have 2 or more people disabled** under the Equality Act with 9.4% compared to 8.4% in Wales and 6.7% in England and Wales.

Carmarthenshire has a **diverse range of scenic and historic attractive landscapes**, from open uplands to rolling lowland farmland. These local landscapes contribute to a sense of pride, culture, and local identity. People's experience and interaction with the environment can also positively affect health and well-being.

During 2021, **29,444 households in Carmarthenshire were classed as living in poverty**, this is a 6.3% increase on the previous year of 27,691. Poverty is defined as when a "household income is less than 60% of the GB median income" (in 2021 less than £19,642).

According to the 2021 Census, 54.7% of households in Carmarthenshire (44,709) are deprived in at least one of the four dimensions of deprivation – employment, education, housing and health and disability. This is a decrease of 7.3% since the last Census.

The averages for Carmarthenshire compare negatively with the average for England and Wales in all measures apart from **'household is deprived in four dimensions'** where the average for Carmarthenshire is **0.1% lower** than that for Wales and England.

Poverty rates are rising in Carmarthenshire and at a national level, therefore it is interesting to see from this measure that **less households are seemingly classed as deprived**.

This suggests that whilst households are improving their standard of living through education, employment, health or housing, the effects of those improvements are not necessarily translating to reducing the risk of those households falling into poverty or helping households to lift themselves out of poverty.

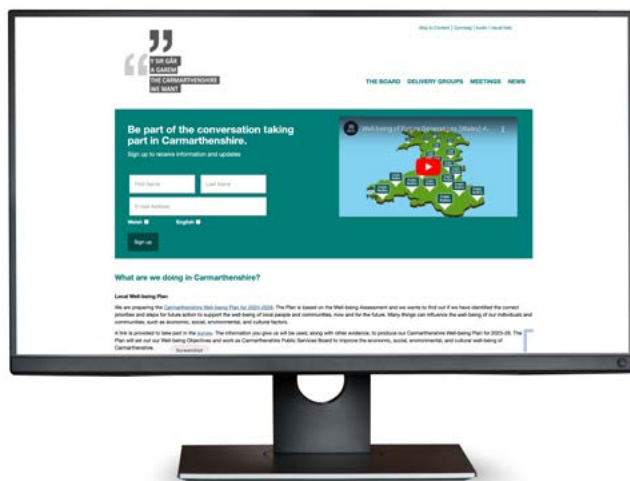
How we developed the Well-being Plan

Carmarthenshire's Well-being Assessment

Last year we published our Well-being Assessment (WBA) of the people and communities in Carmarthenshire.

It looked at the state of economic, social, environmental and cultural well-being in our county. The assessment was based on local and national research and the views of hundreds of people who live, work and use public services across Carmarthenshire following a consultation and involvement exercise.

Findings from that assessment were used to focus on what can be done to improve the well-being of local people. The Assessment has shaped the objectives and actions identified in this Plan for our county. A copy of the Carmarthenshire Well-being Assessment can be found on the PSB's website - www.thecarmarthenshirewewant.wales



What the WBA told us

We assessed the key themes identified from the Well-being Assessment according to the level of priority and their certainty of happening.

This then informed the discussion around areas to be focussed upon by PSB partners working collaboratively.

The agreed priorities were the high number of households continuing to live in poverty, the problem of in-work poverty, the increasing cost of living, the comparatively high suicide rate among adults, climate change and the nature emergency, the problem of water pollution from nitrates and phosphates and the projected significant increase of dementia.

A number of key themes were also identified which need further consideration and research including levels of childhood and adult obesity, the concerns of young people around bullying, cyberbullying and domestic violence, levels of drinking alcohol among adults, increasing referrals for domestic violence, levels of homelessness and those at risk of homelessness, higher rates of fly tipping, loss of public transport and high costs of residential and nursing care.

Based on the discussions that followed on these key themes, we agreed to focus on the delivery of the following well-being objectives:

- Ensuring a sustainable economy and fair employment
- Improving well-being and reducing health inequalities
- Responding to the climate and nature emergencies
- Tackling poverty and its impacts
- Helping to create bilingual, safe and diverse communities.

Involvement to develop our Well-being Plan

We continued our conversations with our communities, key stakeholders and others such as Welsh Government and the Future Generations Commissioner to get views on the Well-being Plan and our Well-being Objectives.

The feedback received from our involvement work has informed this plan and has helped the PSB to consider how it can maximise its contribution to the five ways of working and the well-being goals.

A detailed Consultation and Involvement Report will be published alongside our Well-being Plan. A summary of our work is noted below.

- During the 12-week consultation period, the PSB promoted an On-line survey, to which we received 107 responses. 79% of respondents agreed that the Well-being Objectives provide a good focus for the PSB to improve the social, economic, cultural and environmental well-being for the county.
- General feedback suggests strengthening on community resilience, social inclusion and community-based food production.
- Our involvement work included Well-being conversations at a Carers Rights and Winter Pride LGBT+ event. We were also able to hold specific community-based workshops through People Speak Up and the Carmarthenshire Welsh Language Strategic Forum.
- We have had the opportunity work with Carmarthenshire People First and our Community Inclusion Team to prepare an Easy Read version of the plan, which will be published alongside this plan. Our Easy Read version will include the lived experience of our service users.



Our Well-being Objectives

1 \ Ensuring a sustainable economy and fair employment

Our vision as a Public Services Board

Carmarthenshire will be a prosperous county with a well-educated and skilled workforce where opportunities exist for all.

Everyone will be able to reach their full potential, therefore reducing poverty and deprivation. Funding opportunities will be maximised, and our young people will be given the best possible opportunities to innovate and lead in our communities.



Five Ways of Working

The Well-being plan aims to focus on longer-term challenges whilst ensuring the ability of future generations to meet their own needs is not compromised.

The PSB will be working together and involving wider partners, businesses and communities to deliver this objective. There will also be opportunities to collaborate with other organisations and regional footprints to help us achieve our steps.



Evidence from our Well-being Assessment



Concerns were highlighted about the decline of the Welsh Language in the county.

The highest percentage of Welsh speakers is now seen among the school-age population with the percentage of our older population falling significantly with each decade. The lowest percentage of Welsh speakers in Carmarthenshire is seen in the 25-44 age group. This is pertinent as it is the age group most likely to raise families and make use of the Welsh language within our workplaces.

It is notable that of 23,274 Carmarthenshire residents who do not have access to a car or van, 50% are aged 50 or over (2011 Census). Furthermore only 55% of those aged 80 or over have access to a car or van therefore public transport and community-based services are important support mechanisms to enable people to continue to live within their communities. Such services can mean the difference between a person staying independent at home or entering residential care.

The availability of public transport was a challenge for older people before the pandemic and that has been exasperated by loss of more services and fear of catching COVID-19 on buses and trains.

The cost of residential and nursing care across the county is high, approximately £33,500 a year. This creates stress and uncertainty for those who require care.

Parents and carers have also identified that the cost of childcare can be prohibitive when looking to return to work or to access training. Also, our young people identified Access to training and jobs as a key local issue.

Housing Costs - There is a need for more affordable homes in the county. There has been a 27.1% increase in the average house price for a first-time buyer in Carmarthenshire between 2016 (£112,497) and 2021 (£142,919).

In Carmarthenshire, 1921 households presented as being homeless or threatened with homelessness during 2020/2021. The main reasons why people contacted us are families will not accommodate them, notices from landlords and relationship breakdowns. From the 380 cases where we were able to carry out prevention work, we were able to prevent 46% of households from becoming homeless. Whilst our prevention has increased this year (50%), preventing homelessness has become more difficult with there being more people with complex housing issues and people leaving it until a point of crisis to contact the Council for help when they are facing housing difficulties resulting in little opportunity to prevent homelessness.

To attract and retain our future generations, there needs to be a variety of employment opportunities and we must prepare our young people and older generation in terms of digital skills. In March 2022 Stats Wales showed that Carmarthenshire has

the third lowest rate in respect of employment compared to the rest of Wales. Employment rates have reduced from 68.1% in March 2021 to 69.5% (year ending March 2022). This is amongst the lowest in Wales and below the national average of 73.6%.

The difference between the employment rate of disabled and non-disabled residents in Carmarthenshire continues to be a concern. The employment rate for those without a disability (77.1%) continues to be considerably higher than those with a disability (49.7%).

Population projections from 2018 to 2043 indicate a decline in the age groups under 15 and under 64 for Carmarthenshire. For the same period there it is indicated there will be an increase of over 32% for residents aged 65 and over in the County. The ageing population forecast for Carmarthenshire could result in less people available to work across all sectors.

Our Proposed Actions:



- To plan for our future workforce by working collectively to promote work and career opportunities in the public sector
- To prepare and publish a Carmarthenshire Food Strategy
- To increase Real Living Wage Accreditation amongst PSB members and promote Real Living Wage locally
- To improve the provision and skills to support the growing of low carbon industry, building on current work through the Regional Skills Partnership
- To work towards developing an Integrated local food system

National Indicators



- Average capped 9 points score of pupils, including the gap between those who are eligible and are not eligible for free school meals (NWBI 7)
- Percentage of adults with qualifications at the different levels of the National Qualifications Framework (NWBI 8)
- Gross Value Added (GVA) per hour worked (relative to UK average) (NWBI 9)
- Gross Disposable Household Income per head (NWBI 10)
- Percentage of businesses which are innovation-active (NWBI 11)
- Percentage of people in employment (NWBI 21)
- Percentage of people in education, employment or training, measured for different age groups (NWBI 22)

National Milestones



- 75% of working age adults in Wales will be qualified to level 3 or higher by 2050
- The percentage of working age adults with no qualifications will be 5% or below in every local authority in Wales by 2050
- Eradicate the gap between the employment rate in Wales and the UK by 2050, with a focus on fair work and raising labour market participation of under-represented groups
- At least 90% of 16–24-year-olds will be in education, employment, or training by 2050

2 \ Improving well-being and reducing health inequalities

Our vision as a Public Services Board



Building on the vision within the Director of Public Health Annual Report for 2018/19, our shared vision is a county where individuals, communities and the environment they live, play and work in are adaptive, connected and mutually supportive.

This means people are resilient and resourceful and enabled to live joyful, healthy and purposeful lives with a strong sense of belonging.

Five Ways of Working



Planning for the long-term has been a challenge for PSB partners as they have had to respond immediately to the impacts of the coronavirus pandemic during recent years. However, planning to address long term challenges remains our focus.

With those challenges came new opportunities to ensure integration and consideration of how our well-being objectives may impact upon each of the well-being goals and the well-being objectives of the individual member organisations. There are specific projects and opportunities that we aim to maintain and key lessons that have been learnt from the pandemic.

Acting to prevent problems occurring or getting worse may help public bodies meet their objectives. We want to work together to understand and tackle some of the underlying issues that affect people's lives and reduce the chance of those things happening. Partners have explored and sought to understand the root causes of issues in each step, to aim to prevent them from occurring or to prevent escalation of the issues. It is vital that solutions are instigated at the right time, seeking early action rather than waiting for crisis trigger points to be reached.

Evidence from our Well-being Assessment



As we enter the next five years of this Well-being Plan we face major challenges.

Whilst overall, people are living longer, too many are still dying years earlier than they should or living much of their lives in poor health with long-term conditions, in pain and with poor mental and emotional health.

The Well-being Assessment 2022 highlights the importance of the building blocks for a healthy Carmarthenshire such as income, employment, housing and social connections (often termed the wider determinants of health). When people do not have warm homes and healthy food and are constantly worrying about making ends meet it puts a significant strain on their health and wellbeing. In many of our communities some of these essential building blocks are missing or under threat.

The assessment also highlights significant inequalities across communities in Carmarthenshire, including health inequalities - a term used to describe the systematic, unfair and avoidable differences in health and care across the population and between different groups, which impact on peoples' opportunities to lead healthy lives. These were exacerbated by the COVID-19 pandemic where we know life was harder for those living in poorer communities.

There are also a range of current and future challenges which could widen health inequalities further. These include the climate and nature emergencies, the on-going impacts of the Covid-19 pandemic and Britain's exit from the European Union (increasingly referred to as the 'triple challenge').

As we recover from COVID-19 we need to take account of its impacts on physical health, particularly long COVID; worsening mental and emotional health; changes in patterns of eating, drinking and being active; impacts on employment and educational attainment as well as increased delays in access to treatment and care.

Added to this, the current rising cost-of-living is a social crisis which will further impact on peoples' physical and mental health.

Our Proposed Actions:

- To create a resilient relationship between the Public Services Board and the Regional Partnership Board in order to improve collaboration and integration on areas of common interest including prevention
- To support the delivery of the Healthy Weight, Healthy Wales programme
- To embed the vision of the Health and Well-being Framework and move to a Social Model of Health and Well-being
- To develop a partnership approach to addressing multi-agency issues relating to Adverse Childhood Experiences
- To support delivery and share learning from the Health Board's 10,000 well-being conversations programme



Social Model for Health and Well-being

Our shared ambition is to move to a more Social Model of Health & Well-being, from one that is currently predominantly a medical model of health.

This builds on established understanding that the treatment and management of conditions contributes to less than 20% of population health and well-being, with the social determinants together having the majority impact on the health & well-being of citizens and community.

In 2021, the Health Board set its Deputy CEO an objective to explore the term “Social Model of Health & Well-being” and consider what this could mean for communities in West Wales and for the Health Board and its partners. The insights and perspectives of a series of conversations with thought leaders have been themed by the local Public Health team and a report produced. The contributors unanimously supported the proposed focus, and many wanted to contribute personally.

Areas of initial suggested focus included targeting those most affected by inequality, with a view to prioritising the future generation through their families, and also the needs of older people. Other important factors included working with communities on what is important to them, developing leadership capacity in communities, and identifying ways that promote community ownership including potential holding responsibility for resource.

The findings of a commissioned systematic review of the literature are due shortly from Aberystwyth University that should support this work.

National Indicators



- Percentage of live single births with a birth weight of under 2,500g (NWBI 1)
- Healthy life expectancy at birth including the gap between the least and most deprived (NWBI 2)
- Percentage of adults with two or more healthy lifestyle behaviours (NWBI 3)
- Percentage of children with two or more healthy lifestyle behaviours (NWBI 5)
- Measurement of development of young children (NWBI 6)
- Mean mental well-being score for people (NWBI 29)
- Percentage of people participating in sporting activities three or more times a week (NWBI 38)
- Percentage of journeys by walking, cycling or public transport (NWBI 48)

National Milestones



- To increase the percentage of children with 2 or more healthy behaviours to 94% by 2035 and more than 99% by 2050



3 \ Responding to the climate and nature emergencies

Our vision as a Public Services Board



Carmarthenshire will be recognised as a county that protects and enhances its existing environment and biodiversity, harnessing its natural resources to best effect.

We will lead on the Climate and Nature emergencies and ensure that our environmental wealth is considered and well connected to delivering economic and well-being benefits to our residents and visitors.

Five Ways of Working



We need to work together to reduce the carbon and pollution we emit by collaboratively tackling sustainable transport and our energy use and generation.

Key to this objective is involving and working with children and young people to help them understand their role in looking after our environment, reducing our environmental impact and recognising the importance of “thinking globally and acting locally”.

There is a need to ensure that the transition to a net zero Wales is carefully managed to be both equitable and fair. The need to decarbonise our economy and communities will have impacts on industries, sectors of the workforce and socio-economic groups in different ways, depending on the pathways, policies, and actions we choose.

Evidence from our Well-being Assessment



The Future Generations Commissioners (FGC) report on 'Inequality in a Future Wales' examines key future trends in relation to the future of work, climate change and demographic change and considers how current and future policy associated with these trends can provide opportunities to reduce inequalities.

Areas of focus for our county from the South West Area Statement are ensuring sustainable land management, reversing the decline of and enhancing biodiversity, reducing health inequalities and adapting to changing climate. Areas of focus from the Marine Area Statement are building resilience of marine ecosystems, nature-based solutions and adaptations at the coast and making the most of marine planning.

Natural Resources Wales (NRW) published the second State of Natural Resources Report (SoNaRR2020) last year, in this they assess to what extent Wales is achieving the Sustainable Management of Natural Resources (SMNR). SoNaRR2020 concludes that the four long-term aims of the SMNR – stocks of natural resources are safeguarded and enhanced, resilient eco-systems, healthy places for people and a regenerative economy – are not yet being met across Wales.

If climate change continues along the path that we are currently experiencing, then we can expect significant changes in the next 30 years. Data presented in the Future Trends Report detail that by 2050 we are forecasted to see average summer temperatures rise by 1.34°C. This could cause an increase in rain by 5% throughout the year, concentrated more in winter as summers experience longer periods of drought.

Sea levels are forecasted to rise by up to 24cm in some areas of the country. Carmarthenshire will see the impact of these changes in all areas of life. If the trend continues to worsen, the Wales we know could be significantly different by 2080. Addressing these issues now will ensure the future of our future generations in Carmarthenshire and Wales.

Storm Dennis, Aberystwyth



Our Proposed Actions:



- To increase collaboration on EV Charging infrastructure at public sector venues
- To systematically review the risks identified in the Climate Change Risk Assessment (CCRA3) Evidence Report – summary for Wales and develop a partnership response
- To embed a partnership approach to developing Green and Blue infrastructure in the county
- To develop a demand analysis of PSB member estate and assets in order to reduce our future carbon footprint
- To identify opportunities for collaboration across public sector organisations to achieve the Net Zero Wales declaration

National Indicators



- Concentration of carbon and organic matter in soil (NWBI 13)
- The global footprint of Wales (NWBI 14)
- Amount of waste generated that is not recycled, per person (NWBI 15)
- Number of properties (homes and businesses) at medium or high risk of flooding from rivers and the sea (NWBI 32)
- Percentage of dwellings with adequate energy performance (NWBI 33)
- Emissions of greenhouse gases within Wales (NWBI 41)
- Emissions of greenhouse gases attributed to the consumption of global goods and services in Wales (NWBI 42)
- Areas of healthy ecosystems in Wales (NWBI 43)
- Status of biological diversity in Wales (NWBI 44)

National Milestones



- Wales will use only its fair share of the world's resources by 2050
- Wales will achieve net-zero greenhouse gas emissions by 2050

4 \ Tackling poverty and its impacts

“Poverty is a long-term state of not having sufficient resources to afford food, reasonable living conditions or amenities or to participate in activities (such as access to attractive neighbourhoods and open spaces) which are taken for granted by others in their society.”

Welsh Government

Our vision as a Public Services Board

Our aim is to work together to tackle the symptoms of poverty in order to reduce its impact and create a fair, healthy, prosperous, thriving and sustainable Carmarthenshire, now and for our future generations.



Five Ways of Working

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By their very nature, the steps set out in the Well-being Plan are often complex issues that cannot be solved in the short-term. Poverty is an intergenerational issue being exacerbated by the impact of the pandemic and the cost-of-living crisis.

The Well-being Plan aims to focus on these longer-term challenges whilst ensuring the ability of future generations to meet their own needs is not compromised. As a PSB we must build evidence of the long-term interventions which support our communities and residents to tackle poverty.

Involvement is key to developing the steps in the Well-being Plan. Our steps require partners to involve communities, service users and organisations. The Socio-economic Duty requires specified public bodies, when making strategic decisions such as deciding priorities and setting objectives, to consider how their decisions might help reduce the inequalities associated with socio-economic disadvantage.

The duty also ensures that we understand the views and needs of those impacted by the decision, particularly those who suffer socio-economic disadvantage.

Evidence from our Well-being Assessment



Our assessment was presented at a time when considerations about the current and future well-being of Carmarthenshire has never been so important.

The issues presented by COVID-19, climate change, Brexit and changing demographics have highlighted new challenges for individuals and communities and these challenges have not been felt equally. Those who were already experiencing inequalities because of poor health, poverty or because they live in marginalised communities have been hardest hit by the direct and indirect harms of the pandemic and are likely to experience additional disadvantage as we shift to 'recovery.'

During our involvement work with our communities, poverty was a key focus in terms of improving the well-being of local people and communities and caused immediate and long-term concerns. This included child poverty, food poverty and in-work poverty.

Carmarthenshire is now seeing its highest levels of child poverty in recent years which is a similar pattern across Wales. In 2020, 31.3% of our children aged up to 15 were living in households with less than 60% of the average income before housing costs. This was just above the Welsh average of 30.6%.

An increasing trend has been seen over the last six years and our levels have remained higher than the Welsh average each year.

During 2021, 29,444 households in Carmarthenshire were classed as living in poverty which is an increase of over 6% on the previous year of 27,691. Poverty is defined as when a "household income is less than 60% of the GB median income" (in 2021 less than £19,642).

The 2021/22 National Survey for Wales showed that 11% of participating households in Carmarthenshire were classed as living in material deprivation.

It is also concerning to see Future Trends Report data to 2020 which shows that the rate of poverty in households, where all working age adults are in work, has increased. This shows a concerning trend that being in work does not necessarily pull households out of poverty.

Poverty and deprivation have serious detrimental effects, impacting across all aspects of well-being. It limits the opportunities and prospects for children and young people and damages the quality of life for all. Poverty is too often an intergenerational experience which poses a significant threat to experiencing positive well-being both now, and in the future.

Department for Work and Pensions data on the percentage of each age group in Wales living in relative income poverty shows that 22% of working-age adults in Wales (2017-2020) were living in relative income poverty. This percentage

remains steady in Wales but is still above that seen for other UK countries. As food prices, energy bills and general costs continue to rise across the UK it is becoming harder for households to stay above the poverty line.

This is compounded by the fact that wages are not rising to meet the extra costs. This means that more working households are experiencing poverty.

An estimated 196,000 households are estimated to be in fuel poverty in Wales, spending a large proportion of their household income on fuel costs. This is equivalent to 14% of households in Wales. (WG Fuel Poverty modelled estimates October 2021)

Our Proposed Actions:

- To identify and action opportunities for PSB organisation staff to Make Every Contact Count (MECC) with improved signposting and referral to support services
- To build on current advice and support provision to residents through the Council's Hwb, by developing opportunities for collaboration across PSB organisations
- To further develop the 'Claim What's Yours' campaign, with consistent messaging on support for residents
- To build live data in terms of fuel poverty and ensure promotion of home energy efficiency improvements

National Indicators



- Percentage of people in employment, who are on permanent contracts (or on temporary contracts, and not seeking permanent employment) and who earn at least the real Living Wage (NWBI 16)
- Pay difference for gender, disability and ethnicity (NWBI 17)
- Percentage of people living in households in income poverty relative to the UK median: measured for children, working age and those of pension age (NWBI 18)
- Percentage of people living in households in material deprivation (NWBI 19)
- Percentage of people in employment (NWBI 21)
- Percentage of people in education, employment or training, measured for different age groups (NWBI 22)
- Number of households successfully prevented from becoming homeless per 10,000 households (NWBI 34)
- Percentage of households spending 30% or more of their income on housing costs (NWBI 49)

National Milestones

- An elimination of the pay gap for gender, disability and ethnicity by 2050



5 \ Helping to create bilingual, safe and diverse communities

Our vision as a Public Services Board



Carmarthenshire is a diverse county, which values togetherness, cohesion and tolerance. We will ensure that our residents and communities feel safe and are able to voice their concerns locally.

Our communities will celebrate the importance of the Welsh language alongside our rich cultural and demographic diversity.

Five Ways of Working



Critical to success in progressing these steps in the Well-being Plan is involvement.

Our steps require partners to involve our citizens in helping them to feel safe and connected to their local communities. It is only by listening to our communities, hearing what their concerns are, what they need and what is important to them, that we can support them to make a real difference to their well-being and sense of belonging.

Collaborative working will be enhanced to strengthen links with our partners to support our local communities to participate in the development of engagement opportunities and new services.

Evidence from our Well-being Assessment



In Carmarthenshire there were 2,779 victims of domestic abuse between 1st November 2020 and 31st October 2021.

The reported crime figures remain similar to the previous year, although there is a significant increase in the numbers of referrals to specialist services since the pandemic. This includes a high focus on community-based support and support for children and young people. Numbers have steadily increased throughout the pandemic and show no sign of decline.

In terms of the public perception of safety, the National Survey for Wales 2018/19 figures show that the percentage feeling safe was 76.1%, ranking 7th of the 22 Local Authorities.

Responses from the Well-being survey indicated that people feeling safe in their home and in their community were the highest things people valued about living in their communities.

Whilst the growth in digital communications has been a positive for many during the pandemic, this change left some older people feel more isolated.

The WHO Age-friendly Cities Guide states that: “No matter how developed the city; word of mouth is the principal and preferred means of communication for older people”.

Many older people value personal communication which tends to be overlooked in the digital age. Oral communication is particularly important for those with visual impairments or low levels of literacy.

Our older generation provide a wealth of knowledge, expertise and experience. Their skills and life experiences are significant attributes they can share with society. Sharing their knowledge and experience can provide opportunities for intergenerational connectivity therefore building community cohesion as well as improving the emotional and social well-being of older people who may otherwise isolated and undervalued by society.

Carmarthenshire currently has 33.7% of adults' that volunteer. During the pandemic some of the opportunities for volunteering became more challenging, leaving some older people without a valuable and social part of their lives. Older people who volunteer are less likely to experience loneliness and communities where there is good volunteer activity show good community cohesion.

Wildfires and outdoor fires continue to be a problem and the areas most affected in our county by deliberate wildfires are: Brynaman, Y Garnant and Glanamau, Llanelli South and Bynea & Llwynhendy. Incidents of wildfires in our county have been more or less steady over the past five years. The environmental harm caused by arson is significant, including affecting water and air quality and damaging or destroying habitats, vulnerable plants, wildlife and grazing.

The 2011 Census, which is the only source that gives a whole population figure, found that 43.9% (78,000) of our residents can speak Welsh. When analysing our surveys responses, it was interesting to note that respondents who noted that their first language was English, also had various Welsh language skills. Of these, 21% could speak Welsh, 41% could understand Welsh, 18% could read Welsh and 13% could write Welsh. Over 53% of respondents would consider learning or improving their Welsh language skills and 24% would support their children through a Welsh medium education.

Our Proposed Actions:

- To prepare a Carmarthenshire Volunteering Strategy
- To assess current arrangements and prepare a multi-agency plan for further developing community resilience
- To support the implementation, further development and monitoring of the Welsh language Promotion Strategy

National Indicators



- Percentage who feel able to influence decisions affecting their local area (NWBI 23)
- Percentage of people satisfied with their ability to get to/ access the facilities and services they need (NWBI 24)
- Percentage of people feeling safe at home, walking in the local area, and when travelling (NWBI 25)
- Percentage of people satisfied with local area as a place to live (NWBI 26)
- Percentage of people agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat each other with respect (NWBI 27)
- Percentage of people who volunteer (NWBI 28)
- Percentage of people who are lonely (NWBI 30)
- Percentage of dwelling which are free from hazards (NWBI 31)
- Percentage of people attending or participating in arts, culture or heritage activities at least three times a year (NWBI 35)
- Percentage of people who speak Welsh daily and can speak more than just a few words of Welsh (NWBI 36)
- Number of people who can speak Welsh (NWBI 37)
- Percentage of museums and archives holding archival/ heritage collections meeting UK accreditation standards (NWBI 39)

- Percentage of designated historic environment assets that are in stable or improved conditions (NWBI 40)
- Active global citizenship in Wales (NWBI 46)
- Percentage of people who have confidence in the justice system (NWBI 47)
- Status of digital inclusion (NWBI 50)

National Milestones

- A million Welsh speakers by 2050



Next Steps

Establishing the delivery structure

Publishing a revised Well-being Assessment and Well-being Plan provides the PSB with a timely opportunity to revise our delivery structure to ensure that it supports our work and is fit for purpose.

It is considered that an improvement could be made to the existing Delivery Group structure by introducing more of a task and finish approach to deliver the steps identified on pages 11-13. The task and finish groups would develop detailed action plans focused on SMART actions and assess how the Ways of Working would be applied to partnership working going forward.

The Safer Communities Partnership (SCP) is a statutory, long-standing multi-agency group, which meets on a quarterly basis and is fully aligned with two other county-based groups linked to community safety – the CONTEST (counterterrorism) Board and Serious Violence and Organised Crime Board.

Development of the delivery plans

Developing our delivery plans is a timely opportunity to involve our residents and communities to co-produce and prioritise our areas of action.

Through this work, we can ensure that we set realistic timescales for development and delivery. This will allow enough time to involve the right people and consider the right things to do to achieve what we want.

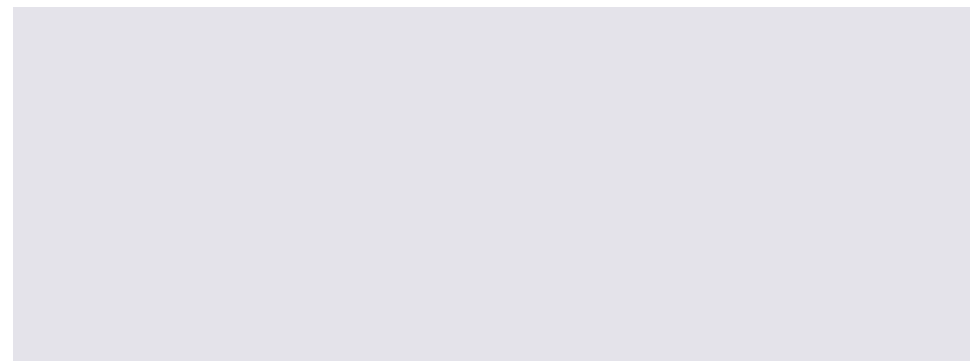
Continued involvement and Co-production

Continued involvement is a key area of work for us as a PSB in this next cycle.

Our colleagues in the Regional Partnership Board have developed a 'Continuous Engagement Framework' and we aim to build on this work to ensure that we involve and collaborate throughout the life of this Plan and that evidence of involvement, lived experiences and the interventions we have put in place are available for our next Well-being Assessment.

As a cluster of PSBs (Carmarthenshire, Ceredigion, and Pembrokeshire), we are fortunate to be working with the Co-Production Network for Wales to meaningfully engage citizens and bring together diverse groups of individuals to co-produce solutions to local problems.

In our Well-being Assessment, we have identified seldom heard voices that are currently not involved in our work and over the period of this Well-being Plan we will work in collaboration to build relationships and meaningful engagement opportunities.



Increasing awareness of the PSB and its work

As a PSB, we recognise the need to raise awareness of our work and our structures across all sectors.

In publishing our Well-being Assessment and Well-being Plan we will ensure that feedback is given to everyone who has contributed to our work and that we regularly send updates on progress.

Alongside colleagues in the cluster, we will also develop a series of lived-experience videos to support the development and promotion of our Plan.

We will build the content on our PSB website, providing opportunities for our residents and communities to be involved and to collaborate with us on key issues. Accessibility will be a key feature and we will look to develop a series of tools to promote our work.

Monitoring and evaluation

We need to know if what we are doing is making the differences we want.

The PSB will create a transparent way of assessing the effectiveness of our well-being steps in achieving our well-being objectives so that everyone can see the progress that is being made.

