

**FINAL DRAFT**

**PLANNED REVIEW  
STRATEGY  
2004 -2007**

# **Introduction to PLANED**

PLANED, (Pembrokeshire Local Action Network for Enterprise and Development) was established in 2001 and has evolved from SPARC (South Pembrokeshire Partnership for Action with Rural Communities) 1991-2001. PLANED is building on SPARC's strong track record of inclusive, participative and successful community development, spanning social, cultural, heritage and environmental activities, community based sustainable tourism, agricultural support and enterprise development

Throughout 2006 PLANED carried out a wide ranging consultation and review of its 2004-2006 Development Strategy. In the light of its review the strategy proposed is to build on achievements to date, responding to current circumstances and opportunities. This document highlights the aims and objectives proposed for PLANED for 2007 to 2013 and mechanisms for achieving these

PLANED has five years' of experience, building on the 10 year experience of SPARC, working as a partnership organisation, bringing together communities, special interest groups, statutory agencies and local authorities, developing new and effective ways of working with whole communities and with specialist sectors of the community. This was highlighted by the Tavistock Institute Report, "Why Narberth? How one community regenerated while others fell by the wayside", the Whole Farm Support Scheme Evaluation by Cheltenham & Gloucester College, and by the Evaluation of Rural Development Trusts by the Development Trusts Association. SPARC and PLANED has successfully managed EU LEADER I, II, and +, Objective 5b, Objective 1, EU Phare and Socrates projects as well as projects funded by UK and Wales promoted initiatives such as the Welsh Assembly Government's Rural Community Action and Community Facilities and Activities Programme, Environment Wales and the Carnegie Trust.

The EU and UK funded projects that PLANED currently manages include

- "Shaping Our Futures", funded by the Welsh Assembly Government (WAG), EU Objective 1, Countryside Council for Wales (CCW) and the Carnegie Trust.
- WAG funded "Rural Community Action.
- EU and WAG funded LEADER+ "Creating a Community Culture of Entrepreneurship".
- Carnegie Trust funded Community planning research project.

A range of capacity building and training activities are undertaken to give local people the confidence to become more entrepreneurial socially, economically and environmentally, underpinning all of the organisation's activities.

International, UK and Welsh Development organisations have highlighted the effectiveness of the organisation's integrated approach:-

- The Welsh Assembly for Wales in its Community Regeneration: Review of Best Practice, puts forward a number of key principles which include "*Local structures and partnerships must both interact with the formal democratic process and develop supplementary community based mechanisms to secure fair and open community representation*". The document identified SPARC as a LEADER Group that "*exemplifies an integrated rural development programme which involved local people in a strategy for sustainable rural development.*"

- *“Significant features of SPARC’s approach that are crucial to the long term success and sustainability are identified. These include encouraging maximum community involvement at all stages of development; the use of expert ‘partners’ to provide needed technical and financial resources to rural communities; complementary strategies addressing tourism, agriculture and the environment; and a clear strategic planning and implementation framework. These elements of a successful project could be adopted and applied in a variety of locations”.*

Tourism Focus, United Nations Environment Programme.

Co-ordinating community engagement in an integrated approach to local development, ensuring community participation in the management of local strategies is the role of PLANED. PLANED has been selected as the Local Action Group by the new partnership “Pembrokeshire Advance”, established to oversee the development of a Rural Development Plan Axis 3 and 4 strategy for Pembrokeshire.

# **PLANED's Aim and Objectives**

## 1. PLANED's Aim

### **PLANED believes that: -**

- The skills, knowledge and ideas of local people working together can address many local problems.
- By encouraging local people to take a fresh look at their own area, new and innovative solutions to local needs can be developed.
- By enabling all sections of the community to join in and by seeking to bring communities together, local people can promote projects of long-term benefit and influence policy makers
- By building partnerships and providing access to a range of specialist support, communities can do much to improve their quality of life and well being.

Put very simply, therefore, PLANED's aim is to:

### **engage local people in Pembrokeshire in improving their quality of life - culturally, socially, environmentally and economically.**

This is achieved through delivering locally tailored initiatives, which build on existing community strengths and empower local people, to engage in the sustainable development of their area. PLANED projects and proposals are informed by well-founded research. PLANED champions sustainable development through innovation, integration, and enterprise by assisting communities to unlock indigenous talents, local knowledge and latent skills.

## 2. PLANED's Objectives

To achieve its aim PLANED's objectives are: -

- a) To promote and facilitate development activities that are community led and involve active public participation, through:**
  - development of appropriate local structures and organisation appropriate and holistic community development mechanisms and participatory techniques
  - assisting local people to identify, assess and address local needs and opportunities.
- b) To ensure that community organisations play a major role in PLANED's governance, strategy and practical activities, through:**
  - participation in the PLANED Board and Sub-Boards
  - participation in local groups established as part of the overall process
- c) To help develop the capacity of local communities, through:**
  - building on Pembrokeshire's self help tradition and encourage greater community participation through innovative ways of engagement
  - identifying the availability of skills, knowledge and talents in communities, to enable local people to develop new opportunities.
  - utilising the skills of in-migrants wherever possible to benefit the community

- building local skills and capacity to stimulate enterprise opportunities in communities and encourage new local enterprises and businesses that have community benefit.
  - invigorating a culture of enterprise in communities to ensure that successful entrepreneurship leads to successful enterprise activities
  - training programmes
  - helping to reverse the outward migration trend of young people by involving them in identifying new opportunities with economic benefits
- d) To promote an holistic approach by:**
- ensuring effort in one area of development adds value to other areas e.g. linking environmental and heritage improvements, local products, training and business advice to tourism development.
  - helping local people to protect, enhance and consolidate the county's distinct environmental and heritage assets, which are important to the communities, and will contribute to local tourism development, and so enhance the skills of and give employment to local people.
  - supporting the development of sustainable agriculture, encouraging new product development and agri-environment activity to help the local economy to restructure and diversify.
  - Work with local people to develop and implement social, cultural, economic and environmental projects and services to improve the "quality of life" and well being of all of the area's inhabitants.
- e) To strive to build genuine partnerships based on principles of equality and social inclusion, in particular through:**
- Working closely with all key statutory, voluntary and private sector partners complementing their mainstream activities.
  - Encouragement of the delivery of activities and services through the medium of the Welsh language, working closely with relevant organisations, e.g. Menter Iaith Sir Benfro.
  - Encouragement of the participation of women, young people and minority groups.
- f) To ensure that the necessary advice, skills etc are available for local communities, through:**
- Its own in house team, or
  - Its partner organisations
- g) To take risks and promote challenging and innovative approaches, through:**
- Ensuring strategies and projects are informed by well founded research and
  - piloting projects which test and demonstrate new approaches to achieving sustainable development
- h) To contribute to, and learn from the work of others in rural development by:**
- influencing the strategic policies of the Welsh Assembly Government and its agencies and key partners to ensure full recognition is given to the role local people can play in promoting and implementing sustainable development opportunities.

- working with rural development organisations throughout Wales, UK and Europe, exchanging information and learning new ideas and techniques for development
  - encouraging others to visit Pembrokeshire to see and experience for themselves the activities of PLANED, its partners and its communities
- i) To ensure that as an organisation PLANED is developed and managed in an exemplary way, through:**
- the practice of equal opportunities
  - the practice of environmental sustainability
  - the development of its staff and board members its financial practices

# **Partnerships for Local Participation in Development**

## Partnerships for Local Participation in Development

PLANED has been established to promote a process and special way of working, involving all who have a role to play in the development of communities – the local people themselves, elected representatives, agencies and funding bodies. As a result, the structures and processes utilised are designed to achieve maximum partnership and integration that can be built up from the grassroots.

### PLANED Board and Sub Boards

Because of the long experience of partnership working, PLANED takes a sophisticated approach in partnership terms, with a wide range of partnerships operating and networking at different levels, holistically and sectorally, through an iterative process. This process is integral to all of PLANED's activities from the composition of its Board through to the development and delivery of its strategies.

- ***The PLANED Board***, is a Community led partnership – the Board members consist of: - representatives of Communities, special interest groups - Tourism, Business and Farming; Public Sector Agencies: - Pembrokeshire County Council (PCC), Pembrokeshire Coast National Park Authority (PCNPA), Pembrokeshire College, and the voluntary sector. The Countryside Council for Wales (CCW) and Pembrokeshire Association of Voluntary Services, (PAVS) are observers. The size of such an inclusive Board is a benefit and not a hindrance to effective partnership working, the aim being, that all of the individuals and organisations on the Board play a key role in supporting local communities and networking with key partners to develop and implement Board policies. The overall responsibility for ensuring community support and participation in an integrated approach to local development is the responsibility of the Board of PLANED. Board and Sub Board members are invited to take part in local participative activities and are offered training to ensure they can play an effective role in supporting the organisation.
- ***An Enterprising Communities Sub Board*** is supporting the LEADER+ and enterprise related initiatives
- ***A Community and Sustainable Development Sub-Board*** ensures all organisations committed to supporting community participation in environmental/ heritage/ bio-diversity and sustainable development activities, work together with PLANED to encourage and facilitate grass root understanding and projects.
- ***Pembrokeshire Community Consultative Forum*** - is a Pembrokeshire wide network of community forums and local associations, who come together to exchange best practice, learn from each other, be updated on EU, National and local strategies and be consulted by and advise the PLANED board on its policies and activities.
- ***Pembrokeshire Enterprise Network*** - consists of local and regional organisations that are involved or interested in supporting enterprise activity in Pembrokeshire, with the aim of making more effective the support for entrepreneurship development in the County.

## Community Engagement

Working closely with all organisations that have a consultative brief, PLANED aim is to play a vital role empowering and enabling local communities to be full and equal partners in the development of their area. To carry out its aims and objectives PLANED seeks funding from WAG, strategic agencies and EU programmes. In 2001 PLANED was selected by the WAG as one of seven LEADER+ groups in Wales. It currently manages a number of Objective 1 projects and in 2003 it was selected as the managing partnership for Pembrokeshire's WAG funded Rural Community Action project.

An important part of the process has been the development of:

- ***Community Forums and Community Action Plans*** -local communities are encouraged and assisted to form Community Forums, open to all local organisations and individuals, and special efforts will be made to involve socially excluded groups. The Forums identify local needs, opportunities, and priorities, which are set out in Community Action Plans, and on local representation on Area Development Groups.
- ***Area and Special Interest Development Groups***- Area and Special Interest Development Groups such as energy, business and niche tourism are established to help develop local Development Plans. It is at this level that the specialist staff of partner organisations such as Pembrokeshire County Council, Pembrokeshire Coast National Park Authority, the Countryside Council for Wales, Pembrokeshire College, Trinity College, West Wales Energy Centre etc. can play a key role in developing and supporting group activities.
- ***Pembrokeshire Community Consultative Forum*** – It is essential that local people themselves can share their good practice with each other and the lessons they have learned in the provision of community facilities, and the organising of local activities that have contributed to improving the quality of life in their communities. The Pembrokeshire Community Consultative Forum has been established to facilitate this important process. It is a Pembrokeshire wide network of community forums and local associations, who come together to exchange best practice, learn from each other, be updated on EU, National and local strategies and be consulted by and advise the PLANED board on its policies and activities.
- ***Community Regeneration Tool Kit*** close co-operation with the DEIN has been further developed through the “Community Regeneration Tool Kit” strategy to “enable a flexible approach to work with, and through, integrated partnership at a regional and local level, so that priorities are agreed, all possible resources are mobilized and commitment is enhanced.”

# Current Activities

- Supporting local community activities to improve and sustain their quality of life
  - Celebrating Sense of Place
  - Valuing the Environment
  - Community Recycling
- Developing a community culture of entrepreneurship
  - Encouraging local enterprise
  - Developing sustainable tourism
- Supporting sustainable agriculture

## **Current Activities**

### **Implementation**

To achieve its aims and objectives PLANED is implementing a number of interrelated strategies which taken together will promote sustainable living: -

- Supporting local community activities to improve and sustain their quality of life
  - Celebrating Sense of Place
  - Valuing the Environment
- Developing a community culture of entrepreneurship
  - Encouraging local enterprise
  - Developing sustainable tourism
- Supporting sustainable agriculture

To ensure that community and special interest opportunities identified through one of these activities but which could be better achieved, or value added to their development through another, or through a joint action, there are many informal meetings between individual PLANED staff, however on a quarterly basis all relevant staff take part in a range of area based meetings to examine local the opportunities to ensure that the appropriate action is taken and that there is close integration and co-ordination.

PLANED continues to seek funding opportunities to ensure that any gaps in achieving the projects that meet this strategy's aims and objectives are filled, and that bids are made as and when opportunities occur.

- The ongoing importance of capacity building and training to give local people the confidence to become active in their community and more entrepreneurial in the widest sense is underpinning all of the organisation's activities. As is supporting local enthusiasm for valuing important resources such as heritage and biodiversity, to ensure that they are cared for and managed to benefit current and future generations.

- A key objective is to enable people to participate fully in national, regional and local strategies which promote healthy living and well being through which they can influence the development and delivery of strategies which impinge on their quality of life.

PLANED continues to try to provide a 'best practice' example of involving local people in the sustainable development of their communities, thus assisting Welsh Assembly and key agency policy development. PLANED is looking to further support the development of sustainable communities, working closely with key partners to pilot community led projects.

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### **Supporting Local Community Activities to Improve the Quality of Life**

PLANED's aim is to develop sustainable communities and this underpins all of its activities, with every effort being made to locally co-ordinate regional programmes and available funding to ensure maximum local integration, which is essential to sustainable development.

WAG recognises the importance of local people working together to address local problems. The Pembrokeshire Local Action Plan also recognises the need to involve local people by building on "Pembrokeshire's self help tradition".

PLANED continues to be in the forefront of supporting local communities to be active and enterprising by working with nationally recognised community regeneration organisations who seek to identify new ways of facilitating community participation. We have achieved funding from the Carnegie Trust for two projects:-

- 1) Developing a sustainability tool to assist communities to identify and implement sustainable projects.
- 2) Identifying how local people can play a greater role in planning for their futures.

The New Economics Foundation is involved in both projects and our long term partner Ballyhoura Development in Eire is a partner in the second.

### **Supporting Communities /Shaping our Futures and Rural Community Action**

The EU Objective 1, WAG, CCW, Carnegie Trust funded project - "Shaping our Futures – Community Action for Sustainable Living - aims to

- Strengthen community spirit, involve all sectors of the community in local decision-making by encouraging them to work together to implement projects identified through the local action planning process, and which will assist to secure a more sustainable future for their community and area.
- Harness the wide range of talents, skills and interests of local people.
- Help communities to access technical advice through feasibility studies, design and research projects.
- Meet WAG, CCW, Environment Wales and other sustainability criteria.

A pioneering Sustainability Tool is being developed through this project, with funding from the Carnegie Trust and working with partners with expertise e.g. New Economics Foundation, Countryside Council for Wales, Pembrokeshire National Park Authority, Pembrokeshire County Council, Environment Wales, the tool is helping to increase local people's awareness of and ability to make sustainable choices and develop local project solutions to shape their community's long-term future as a result communities:-

- Better understand sustainable development
- Become enthusiastic about implementing local sustainable actions and solutions.
- Implement projects that will help them to become more self sufficient, healthy and energy-conscious, and able to meet the needs of the less advantaged.

The aim is also to link to wider campaigns, e.g Welsh Assembly Government "Starting to Live Differently," Countryside Council for Wales, share experience gained and good practice of sustainable choices and healthy lifestyles and help communities feed their action Plans into the Community Planning and Pembrokeshire Bio-diversity Partnership processes.

**WAG's Rural Community Action programme(RCA)** was introduced to “*empower communities and enable them to take responsibility for the regeneration of their area*”. PLANED is the managing partner of the Pembrokeshire Community Action Strategy. RCA was launched at East Williamston Community Hall, with Carwyn Jones, Minister for Environment, Planning & Countryside on 6th July 2004. Delivery of support is through a partnership which includes PLANED, PAVS & Princes Trust. This network has enabled closer working practice and complementarity. Reports are given regularly at Pembrokeshire Partnership management Board (PPMB) meetings which is the strategic partnership and the PLANED Board.

The key objective of the Pembrokeshire Rural Community Action Strategy is to provide a framework and Action Plan under the overarching theme of “Sustainable Communities”. Pembrokeshire’s communities are served by experienced organisations that support the development of social, economic, environmental and cultural activity. RCA provides the opportunities for the organisations involved in rural community regeneration to work together to provide complementary support. Since the creation of PLANED 72 communities have been involved in this process, with local groups and individuals encouraged to participate in “Community Visioning” workshops. 1460 individuals have been involved in this process. 40 communities now have new or revised Action Plans, 6 are currently going through a public consultation process. Over 130 projects have been identified within the Action Plans and with support from officers are being taken forward by the Community Forums, formed as part of the process of Action Planning.

PLANED community support, in the past twelve months has taken many forms:-

- Facilitated 20 Visioning Workshops including using the Sustainability Tool and engaged 540 new individuals in communities
- Facilitated 8 Action Plan Review evenings utilising the Sustainability Tool
- 7 communities have adopted their Action Plans
- 4 new Community Forums have been formally established
- Through Rural Community Action PLANED works in partnership with the Prince’s Trust and PAVS
- Supported 14 Community Heritage Groups (through Sense of Place)
- Supported 10 communities to explore opportunities for Community Enterprise
- Supported communities at 7 shows and events
- 5 Feasibility Studies have been undertaken for communities
- 4 Enhancement Studies have been funded
- The Maenclochog area support officer has supported 25 Forum meetings to take forward proposals in their Action Plans, including:
  - Fundraising for refurbishing and extending Maenclochog Hall
  - Commissioning a report into the site of Maenclochog Castle
  - Funding the undergrounding of cables in the village centre

PLANED’s activities help to ensure greater engagement of local people and organisations to become involved in the development of their communities encouraging them to work together to establishment active Community Forums. The support for communities at the initial engagement stage, prior to the community visioning workshops, is a valuable element of the RCA programme. Spending time

with the community groups has improved the understanding by such groups of the process of local development and how it can be achieved. This has resulted in an increase in the attendance at Visioning workshops, and also increased the representation of members from 'hard to reach' groups, which may not have previously been involved in local development, including the engagement of young people at this stage which has been very successful.

However, with more communities actively involved with community development more officer time is now needed to support the implementation of key aspects of their Community Action Plans.

A tremendous local interest in local history, heritage and culture is identified through "Visioning" events and highlighted in local action plans, which also highlight the wide range of talents, skills and interests of local people. With RCA funding PLANED has been able to increase its support to communities to encourage local pride and sense of place activities, and the development of projects to celebrate the local distinctiveness of the people and their area. Following a successful bid to the Heritage Lottery Fund, a Heritage Trainer has been supporting communities interested in researching their local history.

Through **the Sense of Place initiative**, PLANED there are numerous requests for support from communities wishing to explore ways of enhancing and celebrating their local pride and sense of place. The current support available is restricted in terms of time and expertise. A new part time RCA role is proposed to replace the current short term Heritage Lottery funded post and it is hoped to secure additional funding to make this a full time post.

- 18 communities have now taken part in the Community Heritage programme
- 4 communities have been granted 'Awards for All' funding in order to develop a community heritage leaflet.
- Successful local Heritage Exhibitions have been supported, attended by around 600 people have been held in:
  - Croesgoch
  - Dale
  - Templeton
  - 3 further groups have exhibitions planned for the new year

A complementary project to Supporting Communities and RCA Sense of Place, and now incorporated into RCA was the **Bro Beca** project, Funded through Objective1. It built on the historic and living culture of 'Rebecca'. Local tales of the Rebecca Riots and its associated characters were researched and sites of historical significance identified for interpretation. Recommendations for a variety of local heritage and cultural interpretation events, including the introduction of the Bro Beca ballad competition, were an important aspect. A Bro Beca trail leaflet has been produced.

The Sense of Place Environment and Sustainable Development officer concentrates on encouraging and supporting activity linked to the environment, biodiversity and opportunities to support healthy living.

The WAG Rural Development Plan highlights the fact that: - “The protection and enhancement of the environment is important in terms of securing long-term sustainability and supporting economic development. Those working in and living in the countryside need access to resources to allow them to promote environmentally sustainable management of land where this sustains and creates local jobs”.

The ‘**Valuing the Environment**’ project is supported by Environment Wales and CCW and is part of PLANED’s ‘Shaping our Futures’ initiative and aims to provide everyone with the opportunity to become more involved with protecting and enhancing Pembrokeshire’s environment for future generations. Co-ordinating better access for local people to the countryside through the Greenways partnership and the development Sustainability Tool are part of this project.

Working closely with Agenda 21, the Local Bio-diversity Action Plan Partnership (LBAP), and the Coastal Forum, PLANED is promoting the social, economic and environmental dimensions of sustainability in Pembrokeshire, through awareness raising and innovation at the local community level, taking account of local and national priorities, adding value to local resources. Officers have:

- Supported 26 community environment groups
- Run 28 sustainability tool workshops
- Run 48 community environment workshops
- Organised 2 Environment / Recycling Awareness Days
- Arranged 6 fact finding / visits to good practice
- Facilitated 2 environment awareness days

### **The Greenway Initiative**

Pembrokeshire Greenways encourages local residents and visitors, of all abilities, to access the countryside by sustainable modes of transport through walking, cycling, bus and train travel. 'Greenways' was the first project of this kind to be developed in Wales and was established in 1994 as a Countryside Council for Wales pilot project under the management of SPARC. Due to its success the project is now under the management of the Greenways Partnership which includes PLANED, Pembrokeshire County Council, Countryside Council for Wales, Environment Wales, National Trust, Pembrokeshire Access Group, Pembrokeshire Coast National Park Authority.

Through this project, working closely with Pembrokeshire County Council and the Pembrokeshire Coast National Park Authority, PLANED links developing countryside access and interpretation opportunities, identified by local communities, to public transport. Wherever possible walking opportunities for people of all abilities are created.

The project has assisted since 2003:-

- local paths have been opened/improved in and around
  - Fishguard
  - Cigerran
  - Walton East
  - St Ishmaels
  - Haroldston

- Networks of circular paths have been created in and around
  - Newport,
  - St Dogmaels,
  - Crymych,
  - Llandissilio/Clunderwen and
  - Milford Haven.
- Local groups have been supported to develop route guidance/interpretative leaflets to promote the new routes. Currently circular routes are being developed in the Croesgoch area.
- Disabled access path at Aberfelin, Trefin
- Disabled access path to Fishguard Fort.
- The new circular, long-distance walking trail - The 'Preseli Circle' was launched by Trevor Fishlock in April 2006. This trail will provide a wider walking and business opportunities for those communities on the route.
- Greenways Information Panels erected at 8 bus stops and 6 railway stations which provide information about walking and cycling routes in the surrounding area.
- Publishing a new Greenways map-pack to highlight enhanced opportunities for quiet and off road cycling throughout the county in 2005.

Parallel to this has been the enhancement, through the Pembrokeshire Greenways partnership, of local bus services, which link both to the Pembrokeshire Coast National Trail and to many of the Greenways walking routes.

### **Community Enterprise Support**

Providing community business support increases the capacity of community groups to consider social economy solutions to projects identified in Local Action Plans. Through the greater understanding of sustainable solutions that the "sustainability tool" is helping to develop, increasingly groups are looking to develop their community facilities and the activities they host in a more sustainable way and supporting this interest is seen as being a key part of PLANED's work for the coming years. An RCA post is linked to the Pembrokeshire Enterprise Network promoted successful Objective 1 bid made by the Pembrokeshire Business Initiative (PBI). The RCA officer ensures that community led economic activity is supported and local community groups have access to specialist community enterprise support. Three social enterprise awareness days have been organised.

### **Strategic Recycling Scheme**

Through this new EU funded scheme for which Pembrokeshire County Council is the lead partner. Communities are encouraged to undertake more recycling and composting. Officers based with PLANED:-

- Work towards setting up community composting groups in the county
- Set up a farm plastics reuse initiative such as a water butt scheme
- Visited over 24 Pembrokeshire communities
- Attended 14 shows and events, thereby reaching nearly a 1000 people.

## Developing a Community Culture of Entrepreneurship

- “There is an urgent need for Wales and particularly rural and peripheral areas, to become a more entrepreneurial society. “Business start-ups in Wales are lagging seriously behind not only European and North American levels, but also those in the rest of the UK. If this trend continues, Wales faces a bleak economic future, which is dependent largely on the vagaries of inward investment. We must start developing a more positive can-do economic approach to ensure that Wales prospers in the next decade.” Professor David Broadbank, Director, Welsh Entrepreneurship Institute.
- The WAG promoted Entrepreneurship Action Plan identifies the need to “create a greater awareness of the opportunities and benefits of entrepreneurship in order to encourage more people to start a business or to grow the business they are in, and to develop a greater entrepreneurial culture within our institutions, communities and businesses.”
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- Developing a culture of entrepreneurship is an economic necessity for the sustainable development of Pembrokeshire. The Pembrokeshire Partnership Local Action Plan had as a key objective “*to regenerate communities within Pembrokeshire by facilitating an enterprise culture*”. The PLANED Rural Community Action and the Objective 1 “Shaping our Futures” projects focus on community consultation, engagement and development at individual community level. The LEADER+ project ‘Creating a Community Culture of Entrepreneurship’ provides an additional layer to this work, bringing communities together on an area and thematic basis to look specifically at identifying actions that add value to existing resources and deliver economic benefits.
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- *“Firstly, entrepreneurship needs to be community-driven: the community ... provides the immediate environment which will determine whether entrepreneurship flourishes or withers. Local communities need the tools and resources to identify and build upon their assets, to make choices that appropriately balance economic, social and environmental imperatives, to learn from the experiences of others, and to be open to experimentation and innovation. It requires that all sectors of the community are invited and expected to contribute.”* Extract from an article “Building entrepreneurial communities in rural areas” published by Brian Dabson, President of the Corporation for Enterprise Development in Washington
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- PLANED’s strategic approach aims to complement the work of the Entrepreneurship Action Plan by filling the significant, important pre-enterprise gap, working in close partnership with local business, training and support organisations such as PBI, Pembrokeshire College and with WAG departments and more strategic organisations, including Chwarae Teg, Menter a Busnes, Community Enterprise Wales, Business in the Community, the Jobcentre Plus and others in targeting specific sectors e.g. business, arts, culture and environment and priority groups e.g. farming families, women, young people, and those engaged in the “black” and informal economies

**Creating a Community Culture of Entrepreneurship** recognises that the greatest resource of the area is its people, their skills, knowledge, enthusiasm and commitment. Pembrokeshire also has an abundance of natural and heritage resources on which to base new employment opportunities. Through the delivery of the project, PLANED can enable and support local people to identify, undertake and promote sustainable local development activity by making the most of natural, cultural and environmental resources.

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To this end PLANED is helping Geographic Communities - Area Groups and Communities of Interest- Thematic Groups to work through a process that will result in local and thematic development plans. Establishing specialist working groups for key themes identified in the consultation process, results in more local people becoming involved in community action and local issues thereby strengthening the local area economy. New products and services are being identified which will build upon the strengths of each area, and which are sustainable for the future. PLANED is supporting local people with the implementation of the projects identified – providing staff time, expertise, and funding – to turn ideas into action.

The **Pembrokeshire Enterprise Network** was established by PLANED to support its “Creating a Community Culture of Entrepreneurship” activity. The network brings together over 40 member organisations with a remit to support enterprise development in Pembrokeshire, each with a key role to play in helping to implement the project.

The key objectives of the project are to:-

- assist local people to unlock talents, knowledge and skills and use these to develop new ideas and ways of working
- increase the number of local people involved in economic activity in the widest sense - social, cultural, business and environmental
- facilitate the development of enterprise opportunities based on local resources - human, natural, cultural, environmental, social and economic
- encourage the development of new products and services, which build upon the strength of the local area and which are sustainable
- facilitate and assist collaborative working between organisations supporting enterprise development in Pembrokeshire to meet identified needs
- enhance awareness of the LEADER+ programme and methodology and to encourage increased involvement by all members of Pembrokeshire communities

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- The process, testing an innovative and entirely new way of working with geographic communities and communities of interest to strengthen local area economies and achieve an attitudinal change, has been adapted from the New Economics Foundation methodology piloted in 2001 (PLANED participated in the pilot), modified over the lifetime of the first phase business plan, through monitoring and evaluation, it has continue to evolve in the second phase of the LEADER+ Programme.

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A range of participative consultation methods and tools, such as “Plugging the Leaks”, “Irrigating the Desert” and “Economic Gardening”, developed by the New Economics Foundation, are used to help local people identify enterprise opportunities based on local resources, maximise the economic benefits of any activity undertaken, and ensure sustainability. In Dec 2004 a questionnaire survey of those attending the

Plugging the Leaks/Irrigating the Desert workshops was undertaken which highlighted that over 80% of attendees changed their consumption of energy and local purchasing habits as the result of attending

### ***Plugging the Leaks***

Minimising the leakage of money from the local economy by maximising the production of goods and services locally is only a good intention unless local people have a deep understanding of the nature and full implications of the extent of the leakage and the actions they can individually and collectively take to minimise the drain on the local economy, and the benefits of doing so. *Plugging the Leaks* workshops provide a participative and enjoyable way for local people to develop an understanding of their local area economy

### ***Economic Gardening***

This is an approach that makes the assumption that, by nurturing a climate in which enterprise can thrive, identifying and developing new economic opportunities will become second nature to them. It is a process that stimulates creative thinking amongst participants in the design of economic solutions to meet local needs, making the most of existing resources and opportunities by interrogating existing activity to add an economic dimension. Local groups examine all local activities and opportunities, social, economic, cultural, environmental, to identify how 'added value' opportunities can be created to add both an economic dimension and ensure longer term sustainability.

### ***Irrigating the Desert***

This activity relates to a tool that has proved to be extremely useful in identifying opportunities for adding value in the process of *Economic Gardening*. Working around a single theme - a project idea, the aim is to irrigate the desert - in other words, maximise the benefit of the single income stream so that it has the optimum effect on the local area economy. *Irrigating the Desert* has been highly effective in encouraging creative thinking and in developing linkages that might otherwise have been missed. .

Through *Irrigating the Desert* and *Economic Gardening*, opportunities for new diversification projects are being identified, as well as maximising the economic impact of existing diversification activity. This is an approach that makes the assumption that, by nurturing a climate in which enterprise can thrive, identifying and developing new economic opportunities will become second nature to them.

Groups are assisted to draw up Development Plans to identify opportunities for the increased provision of accessible community-based services and facilities to meet local needs. Once opportunities have been identified, PLANED continues to work to support the local group in developing and implementing projects, committing funding into the activities where appropriate and helping to secure funding from other sources.

The main themes being supported in the current strategic plan are:-

- Business Groups and business directories
- Local Purchasing/Products
- Festival and Events
- Sustainable Niche Tourism
- Energy and Recycling
- Community Enterprise
- Sustainable Agriculture
- Transnational Learning and Development- working with and learning from other areas and regions of Europe is an essential part of LEADER+

## **Business Groups**

PLANED's LEADER+ Programme encourages and supports businesses to work together. The establishment and strengthening of business groups that encourage businesses to work collaboratively to impact upon local economic development is fundamental to the success of the project. Officers have been involved in a wide range of projects aimed at assisting local people to make the most of local enterprise opportunities.

- 75 businesses have attended 9 area meetings and undertaken Plugging The Leaks exercises
- Through Plugging the Leaks Workshops local people identified the need for Business Directories to enable them to purchase more goods locally. Over 8,000 local businesses featured in 12 Business Directories, 26,000 copies distributed.
- Co-ordinating business support agencies to collaborate through the Pembrokeshire Enterprise Network (PEN)
- Helping to build business networks in the County
- Organising a programme of area based enterprise development workshops
- Milford Haven Waterway Business Showcase Event organised - over 30 businesses exhibited at this event, organised in conjunction with PBI attended by over 150 people. A similar event took place covering the St. Brides Bay and Dale Peninsula area
- Linking local business groups in five countries to learn from each other

## **Transnational Enterprise Project-“Supporting Entrepreneurship Development in Rural Communities”**

Much of the funding for local enterprise group support is coming from this transnational project. PLANED is the lead partner in an innovative transnational cooperation as part of the European Union Leader+ Communities Initiative which aims to demonstrate how:-

- Engaging local businesses in the development of their area can create an enterprise culture.
- Local enterprises can be encouraged and supported to work together more effectively to improve their local economies

Research shows that successful areas of Europe are often characterised by thriving clusters of businesses with networks to support them. Local business networks have a critical role in creating an enterprise culture, sharing expertise, solving problems, stimulating innovation and encouraging new business growth. However in rural areas these business networks are often few and far between, with the formal business structures often frequently struggling for survival with low membership

The project involves the collaboration of rural development groups in south west Ireland, northern England, Wales and Slovenia, but also draws on experiences from across the European Leader network. The project is supported by Business in the Community. Locally the project is being taken forward in partnership with members of the Pembrokeshire Enterprise Network, Pembrokeshire Chamber of Commerce, and aims of strengthening business networks across the county. Recently 8 Pembrokeshire businesses visited Slovenia as part of a fact finding visit to look at the activities of business networks in that country

An extension to this project will enable PLANED, in collaboration with PBI, to assist local businesses to more effectively network particularly through local showcase events.

### **Local Purchasing/Products**

All “Plugging the Leaks” workshops highlighted the desire of local people to purchase more from local businesses. They also highlighted that local people understand the need to produce more goods locally and add value to local produce. To encourage buy local and maximising supply chains, PLANED is working in partnership with PBI whose projects include LSDP -Contract Shop and Business to Business support-B2B. PLANED has:-

- Spearheaded a campaign to promote local purchasing linked to the local business directories/Pembrokeshire web directory launched in September 2006.
- Assisted 12 country markets with business plans, supporting over 50 producers promoting and selling local products. A bilingual brochure launched and distributed in 2006.
- Establishing a network of Rural Shops to identify and promote opportunities for collaboration and joint working. 3 meetings held resulting in research undertaken to use Rural Shops as an outlet for Local Products.
- Supported the Pembrokeshire Producer Group to form with over 30 local businesses participating.
- Undertaken research with local food producers to establish the feasibility of a distribution network.
- Highlighting the value of local products to locals and visitors through the “Smells to Smiles” exhibition at local events.
- Supported the development of the Bio Energy Co-operative.

### **Festivals and Events**

In every area, through PLANED’s LEADER +, “Plugging the Leaks” process, the communities have identified the potential added value of festivals and events to their local economies and the enhanced role that they could play with regard to extending the tourism season, and adding depth to the tourism product.

Research shows that the type of tourist that we seek to attract is someone who enjoys exploring, not just the environment and heritage of an area, but the nature and culture of the local people. Therefore, the challenge is to meet this demand by offering visitors a range of memorable experiences, which give them the opportunity to get to know the area and its’ the people.

Almost every community and many, many organisations are involved in promoting festivals and events. Some have been taking place for many years. Hundreds of people volunteer hours of their time to organise carnivals, exhibitions, rallies, and festivals. These could add considerable value to local tourism activity. Therefore, it was decided through LEADER + to develop this opportunity.

The project aims to:-

- link community interests, cultural events and local festivals to tourism development
- help local people to develop projects to extend the tourist season by identifying new opportunities, developing skills, improving the quality of the tourism destination, and adding depth to the tourism product
- build on the wide range of local opportunities from celebrating local heritage to local community carnivals

The first tasks were to: -

- Develop a training programme
- Produce a Training Manual
- Encourage festivals and events organisers to collaborate and network
- Develop further the Guide to Festivals and Events in Pembrokeshire.

This project continues to give much appreciated support to the wide range of local people involved in organising local events:-

- Since the start of the Festivals & Events Training Programme over 250 people have used the knowledge gained to organise their events.
- Over 40 Networking events organised across Pembrokeshire and 3 events on a national level giving organisers the opportunity to share experiences and ideas.
- Over 320 events featured in 2006 |Festivals and Events Guide 20,000 copies distributed through PLANED's tourism distribution network to 500 Tourist Information Points through PLANED's tourism bureau.
- 3 Area Festivals & Events groups supported, Experience Pembrokeshire's Waterways, Cemaes Festivals & Frenni Festivals and assistance to Tenby Events group.
- Pembrokeshire Agricultural Shows group assisted.
- Festivals and events area marketing brochures produced and distributed for the above groups
- Texaco Pembrokeshire Team Challenge & Quadrathlon supported
- Brunel festival celebrated the bicentenary of the birth Brunel attracting over 20,000 people.

**LEADER+ Action 2 Transnational project “Making a Positive Impact on the Local Economy: A Professional Approach to organising Festivals and events”**

It is through this project that much of PLANED's festival and event activity is funded. It involves Wales LEADER Groups - Adventa, Cadwyn Clwyd and Northern Marches Cymru and is co-ordinated by PLANED. The purpose is to maximize the local economic benefit that well-planned, organised and promoted festivals and events make in rural areas and to demonstrate the value of local events as both economic and social drivers by:-

- Sharing research into the value of festivals and events to local economies
- Sharing and transfer of best practice models to including engagement of local communities and events committees; training programmes; training manuals and capability building activities for festivals and events
- Joint promotion and marketing of festivals and events of the areas participating throughout the U.K. and EU.

- Developing a model of best practice for other LEADER+ groups in Wales, UK and EU to adopt.

Each group undertakes complementary activities within their area and add value to the joint project through the bringing together of complementary skills and know how.

The project funded a Leeds Metropolitan University study “**The Contribution of Community Festivals and Events to the local areas and the Welsh Economy**”, which highlighted the importance of local partnership working. Local businesses should be involved and where appropriate local suppliers should be used to maximise local economic benefit. The study reveals that Narberth Food Festival, brought in around £36,000 to the town and Pembroke Festival contributed around £17,000 to the local economy. Results of the study were disseminated to festival organisers from across Wales at a seminar organised by PLANED chaired by TV presenter Jamie Owen.

As part of this project the **PR agency Golley Slater** is working to publicise events in the 4 LEADER+ areas across Wales. In 2006 they arranged:-

- Tailored press releases in local and national papers for local festivals
- Placed publicity on the Visit Wales website

## **Community Led Area based Tourism Development**

- SPARC/PLANED has been involved in the development of tourism in Pembrokeshire for fifteen years. The strategy has always been to support a long-term sustainable approach to the development of the area – its environment, its economy, its heritage and its people, balancing the need to increase tourism spend, with the need to protect and enhance the local environment, which is the key attraction that draws visitors to the area, and at the same time ensuring added value through encouraging the use of local products. Lessons learned have contributed to the development of the Wales Tourist Board’s own thinking and these achievements have won recognition on an international basis.

Almost every “Community Visioning” process and all “plugging the Leaks” workshops have highlighted the importance of tourism to local economies and the role that heritage, environment and local products can play in enhancing the tourism offer. PLANED has sought to assist the sustainable development of local tourism through:-

- Linking community interests and enthusiasm to tourism development, assisting local people, including businesses, in the implementation of projects which enhance the distinctiveness of the area and its appeal to visitors and residents.
- Encouraging and assisting groups of existing and potential tourism enterprises and other stakeholders to improve the environmental, social and economic sustainability of their businesses and of tourism in Pembrokeshire.
- Increasing the awareness of the tourism industry of the opportunities relating to addressing environmental and exclusivity needs, encouraging a more professional approach by supporting, or undertaking and publicising, product and market

research studies to assess the potential and feasibility of new tourism products identified by local people, including businesses, based on the natural environment, culture, language and heritage of the area and which encourage more sustainable forms of tourism

- Building on the wide range of local opportunities from celebrating local heritage to local community carnivals.
- Helping local people to develop projects to extend the tourist season by:-
  - Identifying new opportunities
  - Developing skills
  - Improving the quality of the tourism destination
  - Adding depth to the tourism product

Through the co-ordination of support to improve access to the countryside and heritage sites, village center enhancement, interpretation and training for tourism businesses, such projects to date have contributed significantly to the development of rural tourism in Pembrokeshire. Attractive villages, shops, pubs, restaurants, farm and country guesthouses using local products, availability of distinct local products, waymarked footpaths and cycleways, access to local heritage sites and good quality interpretative material - these all enhance the visitor's understanding and enjoyment of the countryside, and provide the infrastructure on which to build high quality rural tourism products.

### **Heritage Niche Tourism / Sense of Place**

This project helps local people to make the best use of natural and cultural resources by realising and maximising their potential in terms of local economic development. Following the mapping of local economic processes and resources, local area development groups, including the north Pembrokeshire and Narberth area groups, are being assisted to working collaboratively across an area. To support this activity consultancy studies are undertaken:

- **“How Can Local Communities be Assisted to Maximise the Economic Value of Interpreting and Promoting their Local Heritage”**. The recommendations made by Stevens Associates include the development of touring trails around the county. To develop this concept John Veverka a highly regarded American interpretation trainer, was invited to run a workshop attended by organisations involved in interpretation in Pembrokeshire
- The School of Computing, Business and Tourism, Trinity College Carmarthen facilitated the development of a **Narberth Area Local Tourism Strategy**. The strategy built on work that had been achieved through community action plans and the ‘Plugging the Leaks’ workshops. It is hoped that the project will be a model for other areas. It contained the following key elements:-
  - Audit and map all potential resources that could contribute to the development of tourism e.g. landscape, environmental assets, places of interest, historic sites etc.
  - Link the resources to the opportunities and themes that the communities have identified as having the potential for development.
  - Identify local businesses involved in tourism in the area and ideas for new business opportunities

The local group has discussed and agreed the draft strategy

- In conjunction with Greenways initiative partners, to the **feasibility of developing a network of ‘multi-user’ routes in the Preseli Hills** was examined. The consultants presented the findings to the North Pembrokeshire Area Development Group. PLANED and PCNPA will now work to develop suitable multi user routes around the Preseli’s and link with PCC’s current multi user route development from Llawhadden to Rosebush. A horse riding network of providers will be established in the Preseli area.
- **Military History-** The huge interest of communities in their local history manifests itself in many ways their military past. To respond to this interest and its economic potential, a Military History Group of local experts, chaired by eminent military historian Roger Thomas has begun to compile a community by community guide to the military heritage of Pembrokeshire. An initial ten communities were covered and the project was launched at Chapel Bay Fort, Angle. A further ten communities will be covered by January 2007. Linked to this project is the ongoing support for the Carew Airfield Control Tower education and tourism project, which it is hoped will act as a signpost to the numerous military history sites around Pembrokeshire.
- **Making the most of heritage and environmental assets** -to aid local people in the development of sustainable tourism with emphasis on the natural and heritage assets PLANED has employed a consultant to examine ways to make full use of the wide range of environmental, heritage and landscape data held by CCW, Cambria Archaeology and other organisations to make national data locally useful to the benefit of the local economy and environment. The aim is to produce this information in a form that can be easily accessible to local people, which can be drawn on to assist tourist businesses to aid their development and can be accessed by potential visitors when planning their holidays.

### **Training and business development**

PLANED’s Tourism Business Development programme helps to ensure that existing and potential tourism enterprises are aware of new opportunities to support year-round, rural tourism:-

- Between autumn 2003 and autumn 2006 a total of 27 **seminars/events** took place, attracting over 300 people, representing both potential and existing tourism enterprises. PLANED has targeted the delivery of this programme at areas where new Greenways infrastructure is being developed, in order to contribute towards the development of the Greenways Holiday Network. Hugely popular, the programme has given rise to the ‘Overnight Success’ TV series and helped inform the content of the ‘Who Do I Ask’ tourism business information web-site. 51 people attended the 2006 ‘Developing Your B&B’ Courses.
- **Sense of Place Tours** –Since 2002 a much appreciated learning and familiarisation programme “Sense of Place” attended by several hundred people, has been running for tourism businesses to gain a better understanding wide range of environmental and heritage assets of Pembrokeshire It aims to raise awareness among existing and potential tourism service providers of opportunities to create

higher-value, more sustainable forms of tourism linked into the activities and interpretations of local communities (i.e. festivals, events, heritage leaflets, themed walks, arts, crafts and local food/drink.

- **Trade days**, in conjunction with the Greenways Partnership, to raise awareness of local countryside access opportunities to highlight Visit Wales' (formally Wales Tourist Board) 'growth- market' opportunities identified in its walking and cycling activity strategies. Practical tips on meeting the needs of visitors using footpaths, cycleways and public transport were also provided.
- Opportunities for community groups to take to establish tourism-related **social enterprises** can be explored as part of the PBI, PAVS, PLANED Social Enterprise Projects.

PLANED has established an extensive data-base of small, rural tourism businesses who have, or have the potential to, by working together, benefit from the area-wide, year-round opportunities. A number of **tourism business networks** have been established:-

- Greenways Holiday Network which now includes accommodation providers around the new Preseli Circle 7 day walking trail;
- Green Tourism Network which has been involved in the TWIGS project.
- Inclusive Tourism Network for which a seminar by Tourism for All was arranged outlining new 'National Accessibility Scheme'.
- PLANED's Tourism Information Point Network (TIP's for leaflet distribution) which has increased from 190 to 300.
- Businesses that have completed the Sense of Place programme form the basis of the emerging Sense of Place Network, which prioritises businesses for inclusion in area promotions.

The contact that PLANED has with pre-start up and very small rural businesses, through its community engagement and support activities, has also meant that it has been able to play a vital role in 'signposting' these businesses to Pembrokeshire Tourism and other support organisations including the, Farming Connect, Arena Network, Welcome Host, and the PBI.

#### **Niche Tourism marketing support**

The Tourism Company review of SPARC/PLANED tourism activities in 2002, Further to the review, PLANED consolidated its tourism marketing activities as follows:

- Promoting the opportunities arising from its area development activities to existing and potential local tourism businesses
- Test marketing 'area-wide' opportunities, monitoring consumer responses and feeding back findings to local groups
- The promotion of niche 'packaged' Greenways products to overseas tour operators.

**Greenways Holidays** – the bureau established to market test niche products and help small providers to access hard to reach markets is involving accommodation providers

in a new niche holiday product for 2007 encouraging two night stays at B&B's, utilising the coastal shuttle buses. The new seven day Preseli Circle walking trail will be marketed through Greenways Holidays. from 2007. This trail will provide wider walking and business opportunities for those communities on the route.

**Market Research** - Data is shared with the tourism networks. Recent reports include "Developing & Marketing of Rural Tourism in Pembrokeshire & South-East Ireland 2005", "Action Plan for the Countryside Experience Technical Report 2004" and the "Pembrokeshire Visitors Survey 2004" Pembrokeshire Visitors Guide Survey 2006. Key conclusions from the research were that:-

- Other parts of Wales and the UK can be targeted most cost-effectively. In other main overseas markets (Germany, Ireland and the Netherlands) there is relatively low perception/intention to visit – so returns on marketing investment will be comparatively small
- The main market is families for additional holidays and short breaks by couples
- Enhance emphasis on pristine natural environment/coast/scenery/peace & quiet and walking opportunities
  - Friendliness/hospitality and heritage both score low on perception stakes but gained good satisfaction ratings amongst actual visitors to Pembrokeshire
- Areas for continued development include:-
  - Things to do, Festivals & Events
  - Quality of accommodation, especially hotel sector
  - Places to eat, food & drink
  - Places to shop, things to buy
- The internet ranks second, as the most important source of pre-visit information
- The Countryside Experience Review highlights "While visitors are likely to pre-book accommodation, they are less likely to pre-book other holiday elements (such as activities or food). People expect to find information on activities and other things to do and see, as well as eat and drink, once they arrive at their accommodation."
- Whilst it is important therefore that agencies continue to work in partnership to ensure that accommodation providers take full advantage of internet technology, this may be less crucial for other sectors
- The single most important source of information for actual visitors to Pembrokeshire is previous visits. It is vital, therefore, that local communities/tourism service providers understand and fulfil their role as key sources of information for visitors and generators of 'repeat' visits.
- The 2005 Visitors Guide questionnaire, aimed at testing visitor awareness of issues around sustainable tourism, whether this awareness influenced the behaviour of tourists in the area and what would encourage visitors to come out of season. There were over 700 responses which highlighted that the majority of people would visit Pembrokeshire out of season to relax, to experience the area's tranquillity, to enjoy beautiful scenery, coast and beaches, seasonal colours and stormy seas. The quality of the environment, its flora and fauna, its hospitality and special events and festivals would all draw people back to the area.
- A parallel Pembrokeshire tourism businesses survey was undertaken winter 2005/6. This information will help to develop future tourism opportunities.

**The 2007 Visitors Guide** will focus on those tourism businesses that have attended our 'Sense of Place' programme. Offering them a unique opportunity to advertise the fact that they are informed hosts having learnt what is unique and distinctive about Pembrokeshire.

**Transnational Tourism Activity-TWIGS(Tourism Wales & Ireland Green & Sustainable)** -Opportunities for businesses to improve their environmental and economic sustainability were provided as part of this transnational project with Eire - involving 31 local businesses, all of which have completed 'Greening your Business' course delivered in partnership with Arena Network.

Also developed and delivered as part of the TWIGS project, the quality management programme provided small, rural tourism businesses with the tools and techniques necessary to establish and maintain a 'quality' product. The programme included awareness raising, an individual business audit, action plan and access to an implementation grant. The TWIGS Website - Experience Pembrokeshire – was launched, featuring 21 businesses and listing 31 businesses.

**Transnational project -“Involving communities in the celebration of heritage, local distinctiveness and pride of place, including festivals and events, linked to developing community based tourism”.** This project aims to encourage a greater involvement of local people in celebrating their culture and heritage and sharing this experience with visitors. It has seven transnational partners: Ballyhoura Development, Ireland; Gal Campoder, Spain; Gal Locride, Italy; Dolensjka and Bela Krajina Heritage Trail Association, Slovenia; South Lanarkshire Rural Partnership, Scotland; South West Finland Riverside Partners Association; LAG Krajina srdce, Czech Republic. PLANED is the lead partner in partnership locally with Pembrokeshire Coast National Park, Cambria Archeology, Trac (music traditions Wales), Pembrokeshire County Council and Menter Iaith Sir Benfro.

The objectives of the project are:-

- Develop stronger local identities and images for the participating areas, giving local people pride in their local culture and heritage and thereby more confidence.
- Identify effective and professional networks/structures for supporting the development of existing and potential local cultural and heritage activities.
- Identify ways in which to facilitate active participation of all in the community, including young people, women and disability groups.
- Examine ways in which youth groups can be encouraged to focus on traditional music, dance, story-telling, history, traditional dress and traditional crafts.
- Examine ways in which to encourage and support networking and joint development of heritage and cultural activities.
- Identify opportunities where local heritage and cultural resources can be utilized within the development of festivals and events.
- Develop ways to highlight tourism potential of these activities to local communities, encourage local businesses to benefit from and contribute to the opportunity.
- Develop ways in which to facilitate minority language groups to participate.
- Identify key themes, effective interpretation techniques and methods of linking to tourism development.

- Examine ways in which local people can be encouraged to develop their skills and interests in heritage and cultural activities into economic opportunities including social economy.
- Develop ways to promote local distinctiveness to potential visitors including providing easy access to information about activities prior to and during their visit.

To date the following activities have taken place:-

- Information meetings attracted 38 people from wide range of cultural activities in Pembrokeshire
- 10 Musicians in Crymych learning old Pembrokeshire Folk Songs – joint project with Trac. Two performances have taken place– The Sloop, Porthgain and Caffi Beca
- 12 local people attended Celtic Fiddle Workshop in Stackpole Centre
- 22 Transnational partners from Spain, Slovenia, Czech Republic, Finland, Ireland and Scotland visited PLANED
- 9 local people travelled to Ballyhoura on Study Visit to learn how Irish support folk music, dancing and storytelling.
- Funded archaeologist to support community involvement in Cambria Archaeology West Angle dig – 11 volunteers took part & 9 in taster sessions & 200 visitors.

## **Energy Savers & Recycling**

All ‘Plugging the Leaks’ workshops identified the need to prevent money escaping from the community by becoming more energy efficient. Experts from the Mid and South West Wales Energy Efficiency advisory Centre and ARENA Network joined forces with PLANED to develop the Energy Savers Project to help households, businesses, farms and community buildings to reduce their fuel bills, thus retaining more money in the local economy to be spent in local purchases. All households, businesses, farms and community buildings in participating areas are offered the chance to audit their energy usage and then shown how they can be more efficient by using less energy. They are also given information on building insulation.

Energy Savers was piloted in Cymdeithas Cleddau Ddu, Maenclochog Area from November 2003 to February 2004. 20 businesses, 13 farms and 16 community buildings had energy audits and 155 households had Home Energy Checks. The total potential savings for the area would be £16,547 per year if all the energy saving recommendations were implemented. This means that 164.3 tonnes of CO2 could potentially be saved. Energy Savers was rolled out in the South East Area from January 2006. To date the project has included:

- Open Days -178 people attended
- Business Audits -18 businesses
- Community Audits -4 community buildings
- Visits to renewable energy projects

Energy Savers is now taking place in the North East of Pembrokeshire and the Narberth and Milford Haven areas will also be covered over the next couple of years.

Energy Awareness Events - In order to assist in the development of renewable energy projects in Pembrokeshire two Energy Awareness Days were held attracting over 300 visitors. 25 exhibitors including local renewable energy suppliers and installers, energy experts, National Park Planners and related organisations, plus speakers on energy related subjects

Through the “Plugging the Leaks” process many tourism businesses and farmers expressed strong concerns at their inability to dispose of plastic waste in a sustainable way, therefore, PLANED funded a plastics recycling study, which was undertaken by Recoup. The results were disseminated at a major conference in 2006 organised by PLANED and Cylch, the umbrella organisation in Wales for education in sustainable resource management. It was the first conference of its kind in Wales and was attended by key Government and voluntary sector organisations.

Since then it is easier for farmers to dispose of their plastics, but there remain significant problems for the tourism sector and PLANED is organising a second event bringing recycling companies and tourism businesses in the hope of supporting and developing a way forward. PLANE provides the secretariat for the Pembrokeshire Community Recycling and Energy Partnership. (PCREP) most of whose members are also involved in the Strategic Recycling Scheme (SRS).

## **Supporting Emerging Enterprise Development**

- Social and Community Enterprises can be a vehicle for tackling a wide range of social and environmental issues, and can also be a mechanism to bring socially excluded groups into the labour market, through raising skill levels and confidence, hence increasing employability.
- 
- Social businesses exist to meet a particular social or community need. Facilitation and consistency are important, as emerging social enterprises require considerable time and effort in the initial stages of development, until they gain their own confidence and momentum.

In recent research carried out on behalf of the Welsh Assembly Government, the most important feature of business support for the social economy was identified by practitioners as being “*access to a specialist who understands social enterprise*”.

To ensure good local co-ordination of support for the social enterprise sector PLANED, PAVS and PBI have established a partnership with Objective 1 funding offering a specialist business development service to social and community enterprises in Pembrokeshire. The partnership offers a comprehensive support package. It also reports to the Pembrokeshire Enterprise Network.

- In addition to the RCA community support post, a second post at PLANED is funded under the PBI project and supports the development of specific social economy ideas and projects arising from LEADER +.
- A post at PAVS under the same project encourages voluntary sector groups to develop social economy projects and explore procurement opportunities within the county.

- Two PBI posts provide support for the development of business plans and financial planning and related activities.

All of the PLANED/PBI/ PAVS posts are helping to implement the Welsh Assembly Government Social Economy Strategy and a PLANED supported Pembrokeshire Social Enterprise Network is being encouraged to develop so that all social enterprises in the County can learn from each other and share good practice.

To date the officers have:-

- Worked with 28 groups across Pembrokeshire.
- Helped organise 2006 Annual Social Enterprise Event - 35 delegates heard from Anne Stephenson, WAG Head of the Communities Directorate The Big Lottery at the event..
- Brought community groups and village landlords together through the “Pub is the Hub” Plunkett Foundation initiative, to discuss the mutual benefit of locating essential village services (e.g. post office) in the village pub.
- Piloted assisting groups to explore various commercial activities related to village halls and community centres. that could translate to other Community facilities in the county to help improve their sustainability

PLANED is also working towards to develop an 'Innovative tool' to work with community groups to develop ideas into successful social enterprise in association with umbrella organisations e.g. Development Trusts Association(DTA),Community Action Network (CAN), Wales Rural Development Network (WRDN)

Research is currently being undertaken to look at establishing a social audit facility so that groups can be better advised in setting up reporting procedures to governing bodies, grant giving bodies and relevant stakeholders. .

### **Working with young people - Saturday Club**

PLANED is encouraging young people to be entrepreneurial in their thinking by organising Saturday Clubs in vocational catering and carpentry skills. The Saturday Clubs have been run for 12 years with 276 students having participated. They are popular with students drawn from three local school, Ysgol Preseli at Crymych, Dyffryn Taf at Whitland and Greenhill School Tenby. It is an inclusive provision offered to students irrespective of their academic ability. Feedback from students and parents is very positive with emphasis on confidence building as well as the practical and key skills gained.

- 
- Acquiring an Asset Base
- 
- The PLANED Board has purchased the workshops and the PLANED offices at the Old School, Narberth, thus giving the organisation a valuable asset base. New such opportunities could be developed in association with local communities.

## **The PLANED Approach to Supporting Sustainable Agriculture**

For over eight years SPARC developed a highly innovative and integrated 'Whole Farm Review and Development Scheme' supported by EU and Welsh Assembly funding, and which has been evaluated by The University of Gloucestershire. The scheme contributed towards the thinking of the Welsh Assembly Government officers in developing Farming Connect.

**Farming Connect** - PLANED is delivering aspects of WAG's Farming Connect scheme under the Menter a Busnes Regional project. This includes providing local access to services offered by the Farming Connect programme, assisting and signposting with enquiries. Other key roles include ensuring maximum use of local demonstration farms, discussion groups, speaking to local groups of farmers and feeding back industry needs to Farming Connect.

The Facilitator is responsible for

- 400 farmers,
- Running over 30 discussion groups (Dairy, Beef & Sheep, Horticulture, Organic),
- 20 open days and events,
- Making over 600 farm visits.

Farming Connect provides a core resource base to assist farming families with training, advice and information to help them develop a successful future for their businesses i.e. Farm Business Development Plans, Capital Grants, Training, Development Centres etc. The delivery of all of the action points in the 'Future for Farming' document cannot be done effectively and sustainably by Farming Connect alone.

### **Pembrokeshire Sustainable Agriculture Network**

One of the challenges that to the farming communities, is to develop innovative economic and environmental opportunities linked to Sustainable Agriculture. The Welsh Assembly Government's recently published 'Farming for the Future' document identifies several areas that need to be examined and investigated, for example the potential for farmers to create income from recycling organic waste created by rural communities.

The Pembrokeshire Sustainable Agriculture Network has been set up in the county to take forward opportunities linked to sustainable agriculture. An initial meeting between PLANED, the Countryside Council for Wales, the two farm unions and Pembrokeshire Coast National Park Authority led to the launch of Pembrokeshire Sustainable Agriculture Network in July 2006

The network is a forum and springboard for action for discussing ideas and creating opportunities for the development of sustainable agriculture in Pembrokeshire. It will, for example, look at renewable energy – biomass, biogas, bio diesel and timber – as well as recycling, novel crops and biodiversity. The network will also link into the new 2020 Task and Finish Group, which has been set up to advise the Welsh Assembly Government on long term options for supporting the sustainability of farming and the countryside.

- Network launched in June by Tamsin Dunwoody
- 60 farmers and organisations attended
- Four consultation workshops run on Agri-Business, Bio renewables, Recycling and Biodiversity
- First Steering Group meeting held on November 6<sup>th</sup>

**EU Article 6 Programme** - With Ballyhoura Development, Eire as the lead partner, six organisations, four in Eire, one in Sweden, PLANED, Carmarthenshire County Council have accessed EU funding for a project that it is hoped will provide a model for encouraging all organisations and the farming community to work together in a coordinated integrated approach to the development of sustainable agriculture. In Pembrokeshire the development of the Pembrokeshire Sustainable Agriculture Network will be taken forward through this project.

The project will encourage farming practices that protect and enhance biodiversity and cultural diversity as well as creating added value and diversification and entrepreneurial opportunities and linkages within the rural community by facilitating co-operation and collaboration through local sustainable agriculture networks between key partners, agricultural and geographic communities and communities of interest thus providing the mechanism to tailor opportunities to local circumstances

The scheme will help to promote entrepreneurship and development as well as supporting existing farms to become more sustainable. The ultimate aim is to increase confidence, participation, and skills of farming families in rural communities for the benefit of the sustainable development within rural communities of Pembrokeshire.

**Working with Farming Families:**

Under LEADER +, PLANED aims to ensure added value and enhance economic opportunities for the agricultural community, a range of new agriculture related opportunities have been identified and are being assisted through **LEADER +** which include:-

- Encouraging the local agricultural shows to work collaboratively and to jointly market to encourage a higher attendance and to help educate local people and visitors alike about agriculture in Pembrokeshire
- Assisting special interest groups e.g. bio energy and biomass, growers
- Identifying the output and range of local produce in Pembrokeshire

**Agricultural Shows** – The Agricultural shows network brings together six rural agricultural shows to work collaboratively to develop joint marketing initiatives, shared resources and to adopt innovative approaches to raising awareness of the direct relationship that exists between agriculture, local products and local consumers. Over the past 3 years PLANED has:-

- Helped produce a marketing leaflet and poster campaign.
- 15 Interpretation panels have been produced which explain different breeds and machinery and signs to promote the shows in their respective areas.
- PLANED has also funded a number of training courses such as risk management, free publicity and marketing.
- For 2006 PLANED developed a major new countryside exhibition as an added attraction at the shows and which emphasised essential local economy messages
- The Smells To Smiles exhibition for 2006 was a stand-alone interactive exhibition housed in a Yurt made from sustainable materials. It is supported by a boulder wall promoting beautiful Pembrokeshire scenery and was launched by Sue Essex AM. Over 1500 visitors enjoyed the experience at local agricultural shows and events.

**Pembrokeshire Growers Association**, supported by PLANED has an increasing membership to over 30 growers and has an active programme, Future plans include collaborative purchasing of equipment to make compost tea as plant food and the group is developing a website.

**PBe-The Pembrokeshire Bio-Energy Group:** PLANED supported a feasibility study for a steering group involving NFU, FUW, PCNPA, Pembrokeshire Machinery Ring, YFC, PCC and West Wales Eco Centre and farmers.. A Development Officer is now recruiting farmers to the coop and marketing miscanthus as a energy crop to end-users. PBe Ltd has planted 100 hectares of land with miscanthus.

PLANED's Agricultural Support Manager is assisting **Pembrokeshire Rural Outreach** as acting press officer by raising awareness of the symptoms of stress and other rural stress issues to groups and individuals who work closely with the farming sector in Pembrokeshire.

PLANED is exploring funding mechanisms to take forward a **district heating and wood energy boiler** for the PLANED site implementing a Dulas study which included design and detailed costings.

# **Monitoring, Evaluation and Consultation**

## Monitoring and Evaluation

Guided by its overall theme, its sub-themes, its core values, its sectoral priorities and target groups, the PLANED community-led partnership has developed a range of practical projects, support services, networking opportunities which integrate with one another. Each is resourced, managed and monitored through the PLANED board and sub-boards which evaluate measures and procedures in each case.

As an organisation PLANED needs to assess whether it is achieving its aims and objectives. It is important that monitoring and evaluation are built into the everyday activities and for PLANED to reflect upon its work. This process contributes to the strengthening and development of the organisation. Additionally it is important to show to funders and partners that grant money has been spent in the right way. This links closely with the auditing of financial returns.

Dr Jill Venus of Lampeter University has worked with each department to encourage staff to evaluate on an ongoing basis. The Board has also looked at the effectiveness of its working, built on advice from the Charities Foundation and undertaken training in various aspects of PLANED work and Board roles and responsibilities. PLANED Development support from Llewellyn Davies and Partners is helping to put in place adequate measures with regard to personnel and human resource development.

## Consultation

PLANED carried out a wide ranging consultation during 2006 on its current strategy in order to build on past and current development activities.

Further discussions took place with key partners on developing specific activities in relation to the ongoing RCA programme and the forthcoming Rural Development Plan and other EU related opportunities.

There was strong agreement that PLANED should aim to ensure that there is even closer co-operation and co-ordination with local partners, stronger local involvement and very local delivery.

It is proposed, therefore, that the main integrating action for the EU Rural Development Plan - “encouraging developments which add value to the human resource, environmental / heritage, local produce and business resources of the area” - will also be the key overarching activity for PLANED. It echoes PLANED’s overriding vision:- *“An enterprising community can help to build a better future. Developing local resources can strengthen the local economy. The greatest resource of any area is its people, their skills, knowledge, enthusiasm and commitment.”*

This means that PLANED, its Board and staff will have to make even greater efforts to ensure that its various activities are seamlessly joined up and intergrated and enable the organisation to play a full role in accessing and effectively delivering.

- National Strategies, including Rural Community Action and Convergence Funds, with and through key partners,

- The strategies and programmes of key national special interest and research organisations e.g. the Carnegie Trust, Plunkett Foundation which wishes to enhance its presence in Wales by piloting activities in Pembrokeshire, and the Prince's Charities which are committed to extend their operations in rural areas.

It is proposed that the following pages form the basis of the PLANED Strategy 2007 - 2013 Strategy document. It summarises ongoing activities and those proposed for Rural Development Plan and potential future programmes.