

SIR FYNWY

MONMOUTHSHIRE



Monmouthshire Public Service Board Annex – Background to Well-being Plan

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SHIRE

Version Control

Title	Annex – Background to Well-being Plan
Purpose	Provide some of the background to how Monmouthshire Public Service Board Well-being Plan was developed.
Owner	Public Service Board
Approved by	Public Service Board and constituent partners
Date	February 2018
Version Number	4.0
Status	
Review Frequency	Not applicable
Next review date	July 2019

The main Well-being Plan is available in English and Welsh. To view the document, see www.monmouthshire.gov.uk/our-monmouthshire

This Annex has been produced as a supplement to the main Well-being Plan. Some of the content was contained as Appendices within the draft Well-being Plan that was consulted on from November 2017 to February 2018. It contains background information about the Well-being Assessment, the process that was used to move from the Well-being Assessment to the Well-being Plan and how the final objectives were selected.



Monmouthshire Public Service Board partners:



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Aneurin Bevan
University Health Board



monmouthshire
sir fynwy



Cyfoeth
Naturiol
Cymru
Natural
Resources
Wales

South Wales
Fire and Rescue Service

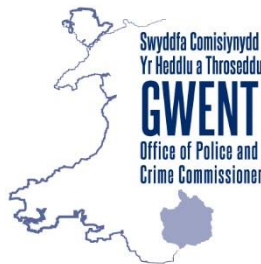


Gwasanaeth Tân ac Achub
De Cymru



GIG
CYMRU
NHS
WALES

Iechyd Cyhoeddus
Cymru
Public Health
Wales



Llywodraeth Cymru
Welsh Government

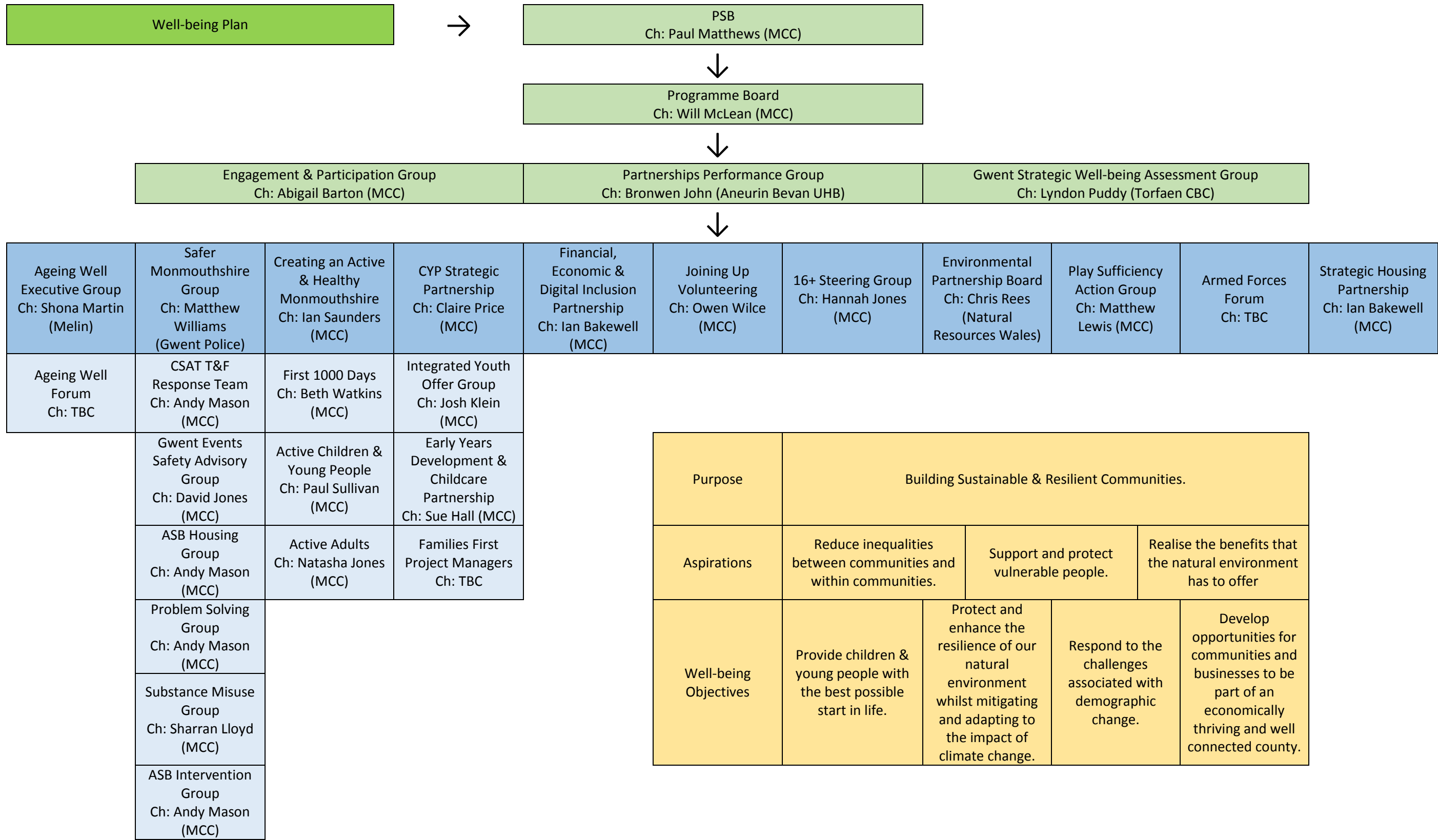


Gwent Association of Voluntary Organisations
Cymdeithas Mudiadau Gwirfoddol Gwent

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Partnership structure



Developing the Well-being Assessment

Monmouthshire Profile

Located in South East Wales, Monmouthshire occupies a strategic position between the major centres in South Wales and the South West of England and the Midlands. The county covers an area of approximately 880 square kilometres with an estimated population of 92,476¹.

It is a predominantly rural county. 53% of the total population living in wards defined as being in urban areas. The main settlements are Abergavenny, Chepstow, Monmouth, Caldicot, Usk and Magor/Undy. The county has a distinctive identity arising from its location in the borderlands between England and the former industrial heartlands of the South Wales valleys. An integral element of Monmouthshire's distinctive settlement pattern arises from its historic market towns and villages and their relationship with the surrounding rural areas.

The county has a rich and diverse landscape stretching from the coastline of the Gwent Levels in the south to the uplands of the Brecon Beacons in the north and the picturesque river corridor of the Wye Valley in the east. A good road network connects Monmouthshire to major population centres such as Cardiff, Newport and Bristol and many of the population take advantage of these links to commute out of the area for employment opportunities.

Monmouthshire has major landscape resources and is home to internationally and nationally designated landscapes ranging from the Wye Valley AONB to the east and the Brecon Beacons National Park and the Blaenavon Industrial World Heritage Site to the north-west. It contains some good quality agricultural land and has a high proportion of farming land altogether – more than double the Welsh average with 16.7% of this used for crops and horticulture.

The county has a low population density of 1.1 persons per hectare – significantly lower than the South East Wales average of 5.3 persons per hectare with densities much higher in urban areas. There are a higher than average proportion of older people in the county and these are forecast to rise further. In contrast the number of under 18s is forecast to decline by 2036.

Monmouthshire was one of only 2 local authorities in Wales to see a rise in Welsh language speakers between the 2001 and 2011 Census from 9.7% to 9.9%.

Monmouthshire is generally a prosperous area offering a high quality of life for its residents. This is reflected in the 2014 Welsh Index of Multiple Deprivation with none of the lower super output areas (LSOA) in Monmouthshire in the most deprived 20% in Wales². However, as is highlighted elsewhere in this assessment these headline figures can mask pockets of deprivation that are all the more stark when they are juxtaposed with areas of relative wealth.

The Communities of Monmouthshire

Monmouthshire is geographically large compared to many local authority areas in Wales. It is semi-rural in nature and is often perceived as leafy and affluent. However headline statistics can

fail to shine a light on the differences within and between communities. These differences can be all the more stark when they exist side-by-side. Assessing the well-being of each community is intended to ensure that the differences between the various communities within the board's area are analysed. The well-being assessment was based around five clusters, as shown on the map: Abergavenny and surrounding area; Monmouth and surrounding area; the heart of Monmouthshire which includes Usk and Raglan; Chepstow and the Lower Wye Valley and Severnside which includes Caldicot and Magor. The development of the well-being objectives has considered issues at this level and ward or Lower Super Output (LSOA) level³.



The Well-being Assessment

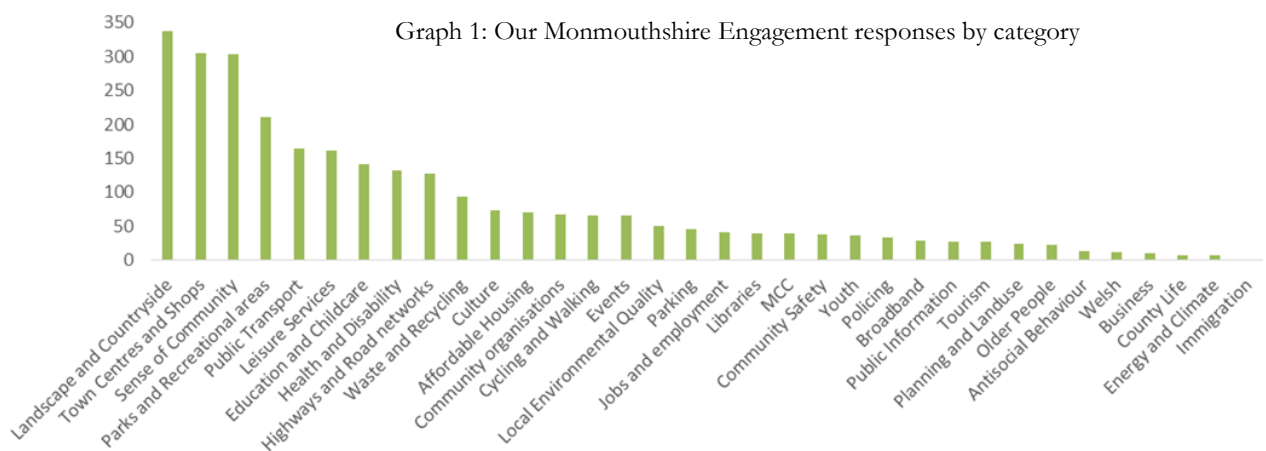
The Public Service Board prepared and published an assessment of the state of economic, social, environmental and cultural well-being in its area in March 2017⁴. This provides the evidence on which the PSB has made decisions about what it needs to prioritise.

The assessment captures the strengths and assets of people and their communities rather than focusing purely on need. An asset based approach recognises the contribution of individuals, community organisations and the importance of relationships. The assessment is built from an extensive range of sources including census and statistical data; qualitative evidence which captures people's opinions and perceptions as well as giving context to quantitative data and academic research. Comparisons are also made with other geographies, sometimes within the county and sometimes at a regional or national level.

Collaboration is an important principle of the Well-being of Future Generations Act. PSBs in Gwent worked together to ensure that there was some consistency in the data used, as many of the partners involved such as Gwent Police and Aneurin Bevan University Health Board span all five council areas in Gwent. Data Unit Wales were commissioned to produce a set of core data items and this was supplemented locally with data from a wider range of sources. All of the PSB partners played an important role in supplying data to inform the assessment, you can see this data throughout the Well-being Assessment.

An extensive community engagement exercise to test whether the data reflected peoples' lived experiences was undertaken called *Our Monmouthshire*. Between August and December 2016 staff from a range of PSB partners in Monmouthshire attended over 80 events speaking to more than a thousand people to get their views about what is good about Monmouthshire and what would make it better. Visual displays including maps and future trends postcards were used to help people to think about how they would like Monmouthshire to be in the long term and to frame

the questions within a broader context. The chart below shows the topics that people mentioned most often.



Involving people from as wide a cross section of the community as possible was a focus of the engagement. The Older People’s Commissioner for Wales⁵ and the Children’s Commissioner for Wales have both stated the importance of ensuring that the voices of older and younger people are heard, so efforts were made to ensure that we involved young⁶ and old and people with protected characteristics⁷.

Academic reports and policy papers also formed an integral part of the assessment to understand the data and issues in more depth and identified broader issues and opportunities. The assessment also included some predictions of likely future trends in the economic, social, environmental and cultural well-being of the area using a range of national research and local intelligence.

The Well-being of Future Generations Act emphasises the importance of working in an integrated and joined up way. It is important that issues or problems are not dealt with in isolation and the assessment identifies the integration between environmental, social, economic and cultural well-being, for example, the environment can have a positive or negative impact on health, and culture and heritage can contribute significantly to the economy.

An Editorial Board comprising of members representing most of the PSB partners was established to oversee the production of this assessment, this ensured that key issues were covered and ensured that the assessment reflected all aspects of well-being.

Well-being assessment Challenges and Opportunities

The Well-being assessment highlighted a number of assets on which we can build a future for the people and communities of Monmouthshire and also a number of problems and challenges that need to be addressed.

The issues below are those that were distilled from the evidence. It is not a summary of the key issues. It is however an attempt to highlight the issues which are likely to have the greatest impact on the well-being of current and future generations of people living and working in

Monmouthshire. The challenges were constructed initially by the authors and partner agencies following a triangulation of the evidence. They were then challenged and refined following public consultation, scrutiny and PSB and partner workshops.

The broad timescales of short, medium or long-term, are not when we need to start acting to address the issue, but are an indication of how soon any programmes put in place might be likely to yield measurable improvements in well-being.

Short-term

- Limited public transport, particularly in rural areas, makes it harder for people to access jobs, services and facilities. This could be exacerbated by rising fuel prices but there are also future opportunities from investment in public transport through the City Deal and advances in technology such as automated vehicles.
- Monmouthshire has high levels of social capital and volunteering. By taking an asset and placed based approach there is an opportunity to improving well-being.

Medium-term

- Wage levels available for local jobs are lower than the average for Wales and the UK. When coupled with high property prices and with limited land available for future housing development this makes it difficult for young people and future generations to live and work locally.
- The signing of the £1.2 billion City Deal by the ten local authorities in South East Wales brings an opportunity to leverage around further private sector investment creating jobs and boosting economic prosperity across the whole of the region.
- We are operating within an increasingly globalised economy. Employment patterns are changing with more casual contracts emerging as part of the gig economy. Meanwhile technological advances such as automation, robotics and the advance of artificial intelligence mean that around a third of existing jobs meaning tomorrow's workforce will need a very different skillset to those of today's school leavers.
- There is a need to increase healthy behaviours and with increasing evidence that what happens during the first 1,000 days of a child's life from conception to their second birthday can have a big impact on how healthy and happy they are as they grow up. There are well-being benefits to taking a particular focus on the first thousand days of a child's life.
- An ageing population brings many opportunities, however there are also challenges for service provision and increases in the number of people living with long term conditions which will create pressures on health and social care services.
- There are many vulnerable people in our society, this can arise from many things such as mental health or physical disability or factors such as age, rural isolation and loneliness. Identifying preventative activity and integrated approaches can protect people from serious harm and improve well-being.
- Arts and culture can have a positive impact on emotional health and well-being providing opportunities for expression and social contact. However funding for the arts can come under pressure in times of austerity and there is a need to increase accessibility of arts, culture and heritage to maximise their contribution to well-being.
- Monmouthshire has experienced a growth in the demand for Welsh medium education and if this trend continues there will be a need to ensure adequate provision

- Air pollution causes significant problems for people's health and is a major contributor to premature deaths in Wales. In Monmouthshire the greatest problems are caused by vehicle emissions and this is particularly apparent in Usk and Chepstow.
- Water pollution is a concern, from a number of sources, including changing agricultural practices

Long-term

- There is inequality between communities and within communities. This includes in educational attainment, wage levels and health outcomes. This is put in sharp focus in a county where people, and in particular children, live in poverty close to areas of real affluence. Research shows that inequality has a negative impact on many aspects of well-being with more equal societies experiencing better outcomes.
- Children who experience stressful and poor quality childhoods are more likely to adopt health-harming behaviours during adolescence which can themselves lead to illnesses and diseases later in life. This can be perpetuated through the generations and so preventing these experiences or reducing their impacts can benefit future as well as current generations.
- Reducing levels of physical activity along with dietary changes are leading to growing levels of obesity. This is likely to lead to an increase in long-term conditions associated with it such as type 2 diabetes
- Development, climate change and pollution all present risks to the natural and built environment. These are central to our well-being and need to be protected and preserved for future generations.
- Climate change is likely to increase the risk of flooding, as well as many other risks, so mitigating climate change and building resilience will be crucial for communities

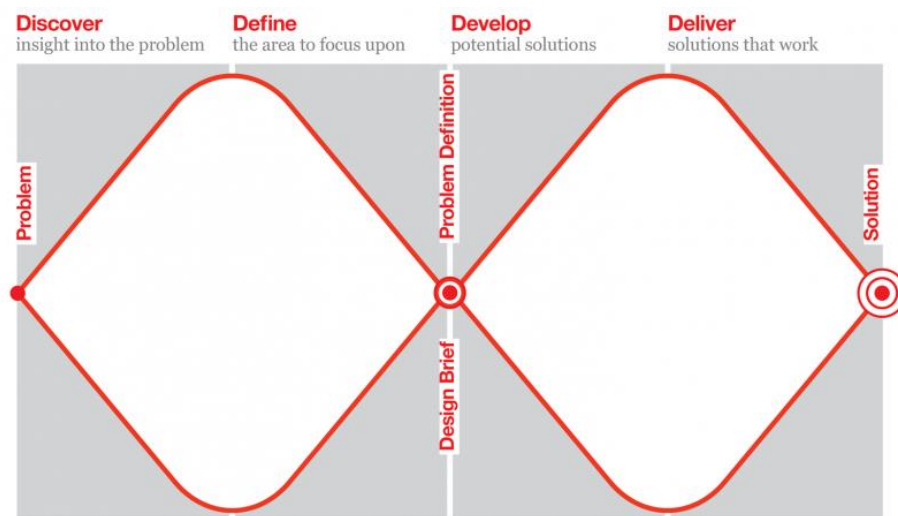
Methodology for developing the Well-being Plan

Following the completion of the Well-being Assessment, the Public Services Board were required to prepare and publish a local well-being plan setting out its local objectives and the steps it will take to meet them.

It was essential to have a rigorous process in place when moving from Well-being Assessment to Well-being Plan in order to ensure that the objectives chosen by the PSB were fully informed and shaped by the evidence produced by the Well-being Assessment and took an integrated approach to delivering against the well-being goals. These were the issues where it was decided that collective action can be taken that will have a positive impact on well-being in the area.

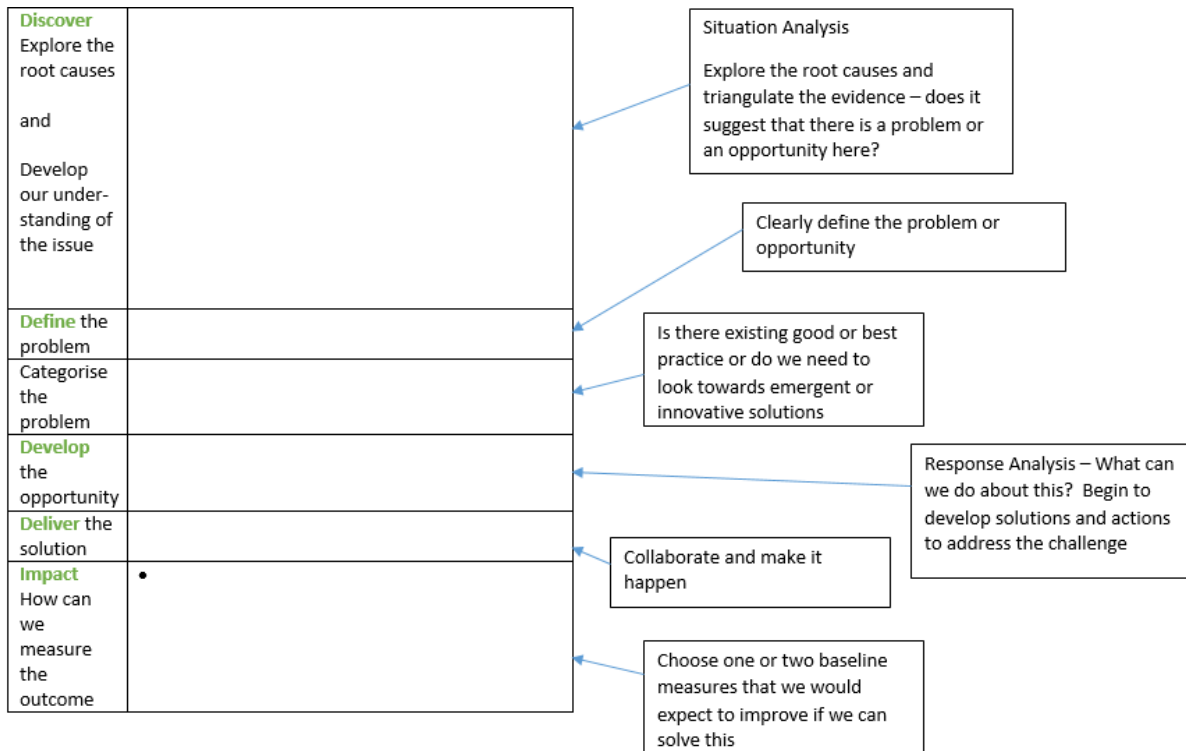
The process we used followed the Design Council’s ‘double-diamond’⁸ approach shown below, this is divided into four distinct phases – Discover, Define, Develop and Deliver (see Figure 1).

Figure 1: Design Council’s “double diamond” approach



The Design Council explain that “In all creative processes a number of possible ideas are created (‘divergent thinking’) before refining and narrowing down to the best idea (‘convergent thinking’), and this can be represented by a diamond shape. But the Double Diamond indicates that this happens twice – once to confirm the problem definition and once to create the solution. One of the greatest mistakes is to omit the left-hand diamond and end up solving the wrong problem”⁹. The PSB approach also drew on the Cynefin Framework and Figure 2 captures the process that is being undertaken to develop each objective:

Figure 2: PSB process for developing objectives



This has been influenced by the Design Council's Double Diamond Approach

The Well-being Assessment incorporated data; engagement; future trends and research to provide insight into the problems and opportunities (the Discover phase). These were distilled into concise problem definitions and opportunity statements (the Define phase). The statutory guidance for the Well-being of Future Generations Act calls this phase the *Situation Analysis*.

The challenges and opportunities were developed into four objectives (see below for more detail) and then the PSB did further work – called the *Response Analysis* – looking to identify and develop potential solutions. A workshop held in October 2017 for PSB, wider partners and industry experts to begin to develop potential solutions was a key part of the Develop phase.

From well-being assessment to well-being objectives

The Well-being Assessment, approved by the PSB in March 2017, highlighted the key challenges and issues for Monmouthshire. These were distilled from extensive involvement through the *Our Monmouthshire* engagement process, data, future trends, academic research and policy papers. These key challenges and issues were then challenged and refined following public consultation in January and February 2017, examined by the PSB Scrutiny Committee and explored and refined at a facilitated workshop session attended by all PSB members.

All of the challenges are important and will need to be addressed, but not necessarily by the PSB – some will be tackled by individual public bodies or partnerships, some by just one or two agencies working together and some at a larger regional scale such as Gwent or the City Region. A further PSB meeting in March 2017 looked at these challenges in more detail, to begin the

process of developing objectives to form the focus of the Well-being Plan and work over the forthcoming years. The partners at the workshop began to develop which of the challenges they felt could potentially be the focus of the PSB based on the evidence presented in the Well-being Assessment, alignment with their own organisation’s well-being objectives and priorities and identification of issues that can only be successfully addressed by working collaboratively.

Following the PSB sign off of the Well-being Assessment in March 2017, PSB support officers and the cross-PSB Editorial Board were tasked with looking at the 17 challenges and opportunities in the conclusion of the Assessment. They considered the Cynefin framework analysis of these issues that was carried out in the PSB/Programme Board challenge session in February 17 and were asked to develop them into a number of objectives to take to the Programme Board for consideration.

Through this process, a “long list” of 9 draft objectives were developed. These are shown in the large table entitled “Potential Objectives”. The draft objectives ranged from very broad to quite specific. For each draft objective, the following were listed:

- Which PSB partners had expressed an interest in prioritising this objective
- Which of the 17 challenges and opportunities from the Well-being Assessment would be addressed by this objective
- What level could/should the objective be tackled at: Monmouthshire, Gwent, Cardiff Capital Region
- Which of the 7 national well-being goals would it contribute to

These draft objectives were debated by Programme Board in July 2017. Programme Board agreed their purpose of ***building sustainable and resilient communities***, three cross cutting aspirations that will apply to all objectives and steps, and four well-being objectives – two about people and two about place. These objectives are summarised below:

Purpose	Building Sustainable and Resilient Communities	
Our aspiration is to:	Reduce inequalities between communities and within communities Support and protect vulnerable people Realise the benefits that the natural environment has to offer	
Our Well-being Objectives are:	<i>People / Citizens</i>	<i>Place / Communities</i>
	Provide children and young people with the best possible start in life	Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change
	Respond to the challenges associated with demographic change	Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.

Once the Programme Board had agreed these objectives, PSB support staff worked with each of the PSB partners to present the draft objectives to them to finalise the objectives and ensure that they sufficiently chime with the well-being objectives of their own organisations. The draft objectives linked well with partners own aspirations; a comparison of PSB partner objectives are shown in the table later in this document. The 4 objectives were then agreed by the PSB in July 2017.

From well-being objectives to steps

It has been important to draw on the grass roots experience and perspective of Monmouthshire's many multi-agency partnerships to help inform the PSB as they worked to move from objectives to actions. Three workshops were held in August for all of the partnership members to attend. They were asked to identify in their view, what are the 3 or 4 key challenges that relate to these objectives that they would like the PSB to be aware of. This information was fed into the PSB workshop in October 2017, to ensure that they understood the real challenges facing individuals and organisations in the county. The PSB were able to make use of this information, together with evidence from the Well-being Assessment to help decide on the priorities for the Well-being Plan.

On 9th October 2017, around 60 partners and industry experts came together to consider where they want Monmouthshire to be in a generation from now, who needs to be involved if we are to get there and what needs to happen to reach this vision.

In the morning delegates split into four workshops, one for each objective, and discussion focused on developing a vision for the objective: what will people be doing in the future that they aren't doing now, what won't they be doing and who will be involved in getting us there. Then the workshops concentrated on what needs to happen to get to this point.

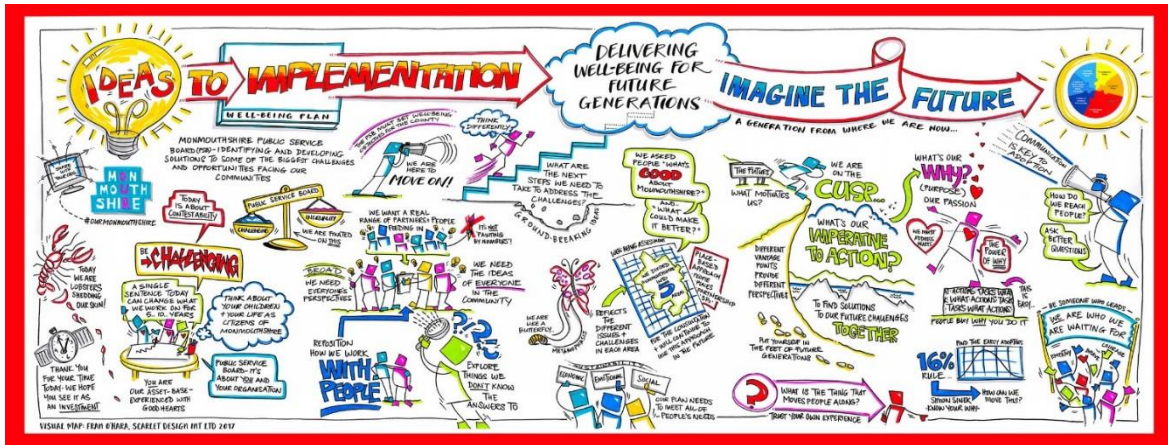
Then delegates moved to a different workshop and were able to contribute different perspectives



to the morning's discussion based on their expertise. This was a valuable exercise in helping to draw out similar themes, and meant that the four objectives were considered in an integrated way and not in isolation.

Finally delegates moved back to their initial workshop, having reviewed the output of every group, to identify what are the "gems" or

"seeds of possibility" within the wealth of material that had been gathered. Fran O'Hara captured the essence of the presentations:



The workshop outputs, in particular the “gems” discussed in the final session, were analysed and considered alongside the evidence from the well-being assessment and other intelligence gathered through the process of developing the objectives, for example from the strategic partnership workshop sessions held. This informed the development of the steps identified as the main areas of focus in Monmouthshire to deliver the objectives in the Well-being Plan.

Well-being Plan and objectives consultation

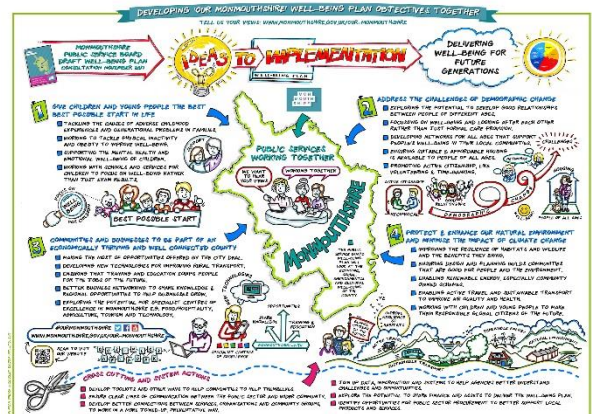
A 12 week consultation was held between November 2017 and February 2018 to gain thoughts and ideas on the well-being plan and inform actions that can be taken to deliver the objectives and steps set in the plan. As well as using the full Well-being Plan document for the consultation we commissioned a colourful, user-friendly “Plan on a Page” which outlines the four objectives and the steps. This provided a simple, eye-catching opener for conversation during the consultation period and was easy to share on social media.



We engaged with a wide range of people, in a variety of locations and through a variety of methods. Views could be contributed through an online questionnaire, Monmouthshire Made Open, Facebook or Twitter. Specific sessions have been held with Town and Community Councils, community groups such as Transition Chepstow and Transition Monmouth, the Access for All forum, Young People forum and the PSB strategic partnerships. Further specific written responses were received from a range of

organisations including the Future Generations Commissioner, the Welsh Government and local groups in Monmouthshire. The draft was also taken to the PSB Select Committee for scrutiny. The diagram summarises the range of people engaged.

People were asked if they agree or disagree with the objectives and steps the PSB are proposing and any



reasons why. They were also asked if they have any ideas or good examples of how the objective could be addressed.

Hundreds of people were engaged and their views gathered. Some common themes emerged from the 82 online surveys that were completed:

- There was strong support for the importance of tackling poor public transport, especially in rural areas. The importance of having safe routes for walking and cycling for all ages came across strongly with subsequent benefits to health and improving air quality. The need for children and young people to be able to use the outdoors for play and recreation was also emphasised.
- There were supportive comments on the need to readdress the supply and mix of housing stock to ensure suitable and affordable housing is available to all demographic groups, with specific suggestions including how this could be enabled and where this would be of most benefit.
- Some concerns were raised about the potential over reliance on volunteers in the step on developing a model of care built on well-being and looking after each other rather than through formal care provision. Emphasis was also placed on recognising the important role formal care provision will still have.
- Responses to the step on working to ensure that schools and services for children focus on well-being and a more rounded approach varied. While some responses agreed that a more rounded approach was needed overall, respondents also emphasised the importance of a continued focus on academic results to young people.

At the Access for All workshop held for older people and people with disabilities, some similar themes were reiterated. Public transport again came up as a theme. Concerns were expressed about litter and the visual appearance of the county, some planning decisions and how the steps in the Well-being Plan are to be resourced. The group were keen to ensure that there is not an over reliance on volunteers and that statutory care services are protected.

The young people at the Youth Forum were particularly supportive of the emphasis on well-being and mental health support. They had lots of practical ideas for intergenerational work and environmental projects, and felt that education for sustainable development needs to have more emphasis at secondary school level. They agreed that public transport and affordable housing need to be tackled and were concerned at the lack of job opportunities and types of jobs available in the county.

In summary, the majority of responses received agreed with the objectives set, while there was also a desire to see further details on the action the PSB plan to take to deliver the steps. The specific feedback received can generally be considered in two parts: feedback relevant to finalising the well-being plan, and ideas and feedback that needs to be considered in developing the PSB action plan.

The objectives were set based on a comprehensive assessment of well-being in the county. All responses to the consultation on the plan and objectives have been reviewed and appropriate amendments made to the plan where further evidence and insight has identified a change is required. There are areas of feedback where it has not been appropriate to change the plan at

this stage, and the remaining feedback will be further considered in the development of the action plan and in any future reviews of the objectives.

Potential Objectives initially considered by Programme Board

Some Possible Objectives →	Reduce inequality between communities and within communities	Support and protect vulnerable people	Develop opportunities for communities and businesses to be part of a thriving and well-connected county	Provide children and young people with the best possible start in life	Respond to the challenges associated with demographic change	Protect and enhance the resilience of our natural environment for current and future generations (new)	Mitigate and adapt to the impacts of climate change.	Increase physical activity	Improve public transport and alternative transport options to reduce the number of car journeys while	
Scale of objective	Broad		Defined				Specific			
Who has expressed an interest in prioritising this?	MCC PCC SWFRS ABUHB	MHA PHW MCC SWFRS Gwent Police Welsh Government	MCC NRW MHA	PCC MCC SWFRS ABUHB	SWFRS PHW MHA	NRW MCC	NRW PHW	PCC NRW PHW ABUHB	ABUHB	
The objectives are very cross cutting and could bring benefits to many of the other key challenges identified in the Well-being Assessment. The following shows the most significant challenges that will be impacted by the suggested objectives.	<ul style="list-style-type: none"> Transport Wage levels / Affordable Housing City Deal / Economic Prosperity The first thousand days ACES Vulnerable People Arts and Culture 	<ul style="list-style-type: none"> Wage levels / Affordable Housing / sustainable communities Inequality The first thousand days ACES Pressure on health and social care from an ageing population Vulnerable People 	<ul style="list-style-type: none"> Transport Wage levels / Affordable Housing Sustainable Communities Inequality City Deal / Economic Prosperity Arts and Culture Air Pollution Climate Change and Environmental Resilience 	<ul style="list-style-type: none"> Wage Levels / Sustainable Communities Inequality Changing employment patterns and technology The first thousand days Adverse Childhood Experiences Vulnerable People Welsh medium education 	<ul style="list-style-type: none"> Wage levels / Affordable Housing / sustainable communities Pressure on health and social care from an ageing population 	<ul style="list-style-type: none"> Transport City Deal/ Economic Prosperity Reducing Physical Activity and rising obesity Air pollution Water quality Climate change and Environmental Resilience Social capital and volunteering 	<ul style="list-style-type: none"> Transport City Deal Economic Prosperity Pressure on health and social care from an ageing population Air pollution Climate Change and Environmental Resilience 	<ul style="list-style-type: none"> Transport First thousand days ACES Reducing physical activity and rising obesity Pressure on social care from an ageing population Air Pollution Climate change and Environmental Resilience Social Capital and volunteering 	<ul style="list-style-type: none"> Transport Wage levels / Affordable Housing / sustainable communities Inequality City Deal / Economic Prosperity Changing employment patterns and technology First thousand days Reducing Physical Activity and Rising Obesity Air Pollution Climate change and Environmental Resilience 	
What level could/should elements of this be tackled at?	Gwent Monmouthshire	Gwent Monmouthshire	Cardiff Capital Region Monmouthshire	Gwent Monmouthshire	Monmouthshire	Gwent Monmouthshire	Cardiff Capital Region Gwent Monmouthshire	Gwent Monmouthshire	Cardiff Capital Region Monmouthshire	
Fit with 7 national well-being goals	Prosperous, Healthier, Equal, Communities,	Prosperous, Healthier, Equal, Communities	Prosperous, Equal, Communities, Culture	Prosperous, Healthier, Equal, Culture	Prosperous, Resilient, Equal, Healthier, Communities	Resilient, Equal, Healthier, Communities, Culture, Global, Prosperous,	Prosperous, Resilient, Healthier, Global	Resilient, Healthier, Communities, Culture, Global	Prosperous, Resilient, Healthier, Communities, Global	

Comparison of PSB partner well-being objectives

Welsh Government	Monmouthshire County Council	South Wales Fire & Rescue	Natural Resources Wales	Aneurin Bevan University Health Board	Public Health Wales	Police and Crime Commissioner	Registered Social Landlords
Create conditions to give every child the best start in life.	Provide children and young people with the best start in life			Support every parent expecting a child and give every child in Gwent support to ensure the best start in life.	Give our children the best start in life including opportunities to grow, play and learn in a healthy and safe environment		
Improve education outcomes for all and reduce the gap in outcomes for different groups.							
Help people live healthy and independent lives and support a healthy workforce.	Maximise the potential in our communities to improve well-being for people throughout their life course		Help people live healthier and more fulfilled lives	Support adults and children in Gwent to live healthily and to age well, so that they can retain independence and enjoy a high quality of life in to old age Promote mental well-being as a foundation for health, building personal and community resilience. Plan and secure sustainable and accessible healthcare services, ranging from prevention through to treatment, rehabilitation and recovery that meet current and future needs and address health inequities and differing levels of need across our communities.	Build capacity and support system change, to protect and improve health and reduce inequalities Support the NHS to deliver high quality, equitable and sustainable services that meet the needs of citizens at every stage of their life		
Improve prosperity for all across Wales, helping people into employment and sustaining jobs.							Help people into work (MHA) Create opportunities for residents and communities (Melin)
Create the conditions for people to learn and use the Welsh language with their families, in their communities and in the workplace.				Promote a diverse workforce able to express their cultural heritage, with opportunities to learn and use Welsh in the workplace			
Support the transition to a low carbon and climate resilient society.				Reduce our negative environmental impact through a responsible capital building programme and a sustainable approach to the provision of building services including; carbon and waste management, undertaking procurement on a whole life-cycle cost basis and support local sourcing, promote sustainable and active travel and, improve environmental health.			Reduce CO2 footprint
Connect communities through sustainable and resilient infrastructure.							
Support safe, cohesive and resilient communities.		Reduce risk	Reduce the risk to people and communities from environmental hazards like flooding and pollution		Minimise public health risks from current and emerging diseases, environmental hazards and emergencies	Taking action to prevent and reduce crime by working with partner organisations and communities to tackle crimes that present the greatest threat, harm and	

						<p>risk and especially those crimes committed against the most vulnerable</p> <p>Provide excellent support for all victims of crime with a particular focus on preventing further serious harm.</p> <p>Ensuring the police work closely with partner organisations to tackle anti-social behaviour effectively.</p>	
Improve access to secure, safe, efficient and affordable homes.							<p>As Landlord: Develop/build homes, support tenants (MHA)</p> <p>To be an excellent landlord, builder of homes (Melin)</p>
Foster conditions for sustainable economic development and employment, whilst stimulating innovation and growth for a modern low carbon economy.	Develop opportunities for communities and businesses to ensure a well-connected and thriving county		Promote successful and responsible business, using natural resources without damaging them				
Promote and enhance the culture and heritage of Wales.							
Manage, use and enhance Wales' natural resources to support long-term well-being.	Maximise the benefits of the natural and built environment for the well-being of current and future generations	Nurture sustainable resources	<p>Champion the Welsh environment and the sustainable management of Wales' natural resources</p> <p>Ensure land and water in Wales is managed sustainably and in an integrated way</p> <p>Improve the resilience and quality of our ecosystems</p>		Maximise the potential of our natural and cultural resources to promote physical and mental health and well-being and contribute to a low carbon, environmentally resilient Wales		
Facilitate high quality, responsive and better integrated public services, to those that need them most, enabling citizens to be an equal partner.		Engage and communicate Strengthen partnerships		Continue to integrate our actions with wider public, independent and voluntary sector partners with the aim of developing streamlined, whole system services for people who use our services and those they support.		Ensure that the police, partners and my office engage with communities to encourage, helps and support them to work together to keep themselves safe.	To be a partner of choice (Melin)
Position Wales as an internationally focused, ambitious country engaged and connected to the wider world.					Strengthen our role in global health and sustainable development, realising the benefits of international engagement		
Organisational:		Embrace technology	Develop Natural Resources Wales into an excellent organisation, delivering first-class customer service	Encourage involvement of people who use our services and those they support, in jointly owned decisions regarding their own health and care plans, and in wider service planning	Influence policy, planning and design to create sustainable, culturally thriving and cohesive communities, to tackle the wider	Ensuring that Gwent Police and my office are high performing organisations which value and invest in	Increase turnover, maintain financial strength, achieve efficiencies (MHA)

			<p>and evaluation so that we, with our partners, deliver outcomes that matter most to people.</p> <p>Ensure we maximise the effective use of NHS resources in achieving planned outcomes for services and patients, by excellent communication, monitoring and tracking systems in all clinical areas.</p> <p>Develop our staff to be the best that they can be with high levels of employee well-being and, as the largest employer in Gwent, promote NHS careers and provide volunteering and work experience opportunities.</p>	determinants of health and to break the cycle of poverty and disadvantage	our staff to achieve value for money in delivering impressive services that meet the needs of all our communities.	To be a vibrant place to work (Melin)
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¹ 2015, Mid-year population estimates, Office for National Statistics, updated 23 June 2016

² <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

³ <https://neighbourhood.statistics.gov.uk/HTMLDocs/nessgeography/superoutputareasexplained/output-areas-explained.htm>

⁴ Statutory Guidance, SPSF 3 at <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

⁵ Preparing local well-being plans: Guidance for PSBs, Older People's Commissioner for Wales

⁶ United Nations Convention on the Rights of the Child <https://www.unicef.org.uk/what-we-do/un-convention-child-rights/>

⁷ Equality Act 2010

⁸ <http://www.designcouncil.org.uk/news-opinion/design-process-what-double-diamond>

⁹ <http://www.designcouncil.org.uk/news-opinion/design-process-what-double-diamond>