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MONMOUTHSHIRE



Monmouthshire Public Service Board Draft Well-being Plan

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Version Control

Title	Monmouthshire Draft Well-being Plan
Purpose	Public bodies under the well-being of Future Generations must come together as a Public Service Board and set well-being objectives for Monmouthshire which are set out in this plan.
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The Well-being Plan is available in English and Welsh. To view the document, see www.monmouthshire.gov.uk/our-monmouthshire

The document is out for consultation which closes on 7th February 2018.

We are very interested in your thoughts and views on the content. You can contribute in a number of ways:

- Please complete the survey at www.monmouthshire.gov.uk/our-monmouthshire
- You can also share your thoughts on [Monmouthshire Made Open](#)
- E-mail improvement@monmouthshire.gov.uk
- Write to: Policy and Performance Team, Monmouthshire County Council, County Hall, The Rhadyr, Usk, Monmouthshire, NP15 1GA



Monmouthshire Public Service Board partners:



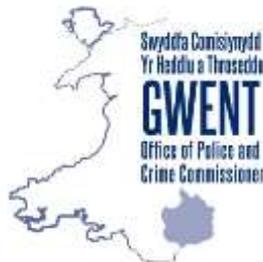
South Wales
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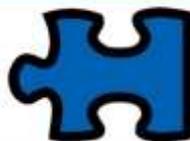


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Foreword

“Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has.”

Margaret Mead

Monmouthshire is an incredible place blessed with wonderful people and strong communities. It's the sort of place that people want to spend time because it is beautiful here. It's also a place that faces challenges - now and in the future. We have to contend with house prices that are not affordable to all families, income and health inequalities, poor public transport and difficulties accessing the digital world. Market failure within a rural context doesn't get many press headlines but it is real and it does impact our lives. We look forward to living longer and expect to see more issues associated with climate change. These are really complex things. We need to front up to them if we want to find a great future for ourselves and our children.

This Well-being Plan has been developed based on evidence derived from extensive engagement with people and groups across Monmouthshire. In addition, we have analysed a wide range of data, reports and academic studies to help us understand well-being and surface some of the biggest opportunities and challenges facing the county. We know we can't take on everything so we wanted to assure ourselves that we are taking on the things that really matter to you.

This is not a plan to deal with easy things or to record tick-box projects that individual organisations are capable of delivering on their own. This plan is about the hard stuff. The long term things that are difficult to start and even harder to sustain. The things that need public services to come together to act with you and on your behalf. We know this won't be perfect and we accept that new opportunities will arise. We will be alive to change and we will continue to expose ourselves to emerging practice and ideas from around the globe.

But above all else, this is a call to action for you. It will be your families, your villages and towns, your loved ones that are impacted by what is done. The days of being passive recipients of state funded services are gone. We are asking you to join with us and make a contribution. We are asking you to offer back to your communities the things that you are uniquely placed to offer. We are asking you to join with us and help us set a path for this beautiful county as we start to think about the 22nd century. We ask of you no more than you are able and willing to offer. Together we can create the conditions for Monmouthshire to continue to be a place full of *'sustainable, resilient communities'*.

The plan is out for consultation between now and 7th February 2018. Please let us know what you think and share your ideas about how we can work together to build what we all want to see.

Paul Matthews
Chair of Monmouthshire Public Service Board

Why a Well-being Plan?

The Well-Being of Future Generations Act

In April 2016 Welsh Government introduced The Well-being of Future Generations Act. This ground breaking piece legislation is about improving the social, economic, environmental and cultural well-being of our nation, our county and the communities that make it what it is.

The Act sets out how public services in Wales need to think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. These are referred to as the five ways of working. By acting in this way we stand a much better chance of creating a place that we all want to live in, now and in the future.

To make sure that public services are all working towards the same vision, the Act puts in place seven well-being goals which you can see in Figure 1.

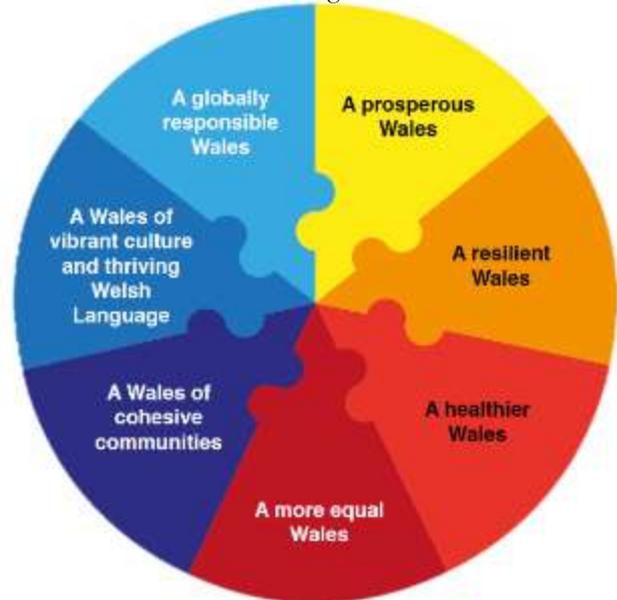
The public bodies that are bound by the Act need to set their own well-being objectives by 31 March each year. They must also come together as a Public Service Board and set well-being objectives for the county as a whole which are set out in this plan. This is done every five years.

The Public Service Board

The four statutory members of the Public Service Board (PSB) are the Local Authority, Local Health Board, Fire and Rescue Authority and Natural Resources Wales. Other organisations are also invited; in Monmouthshire this includes Public Health Wales, Gwent Police, Police and Crime Commissioner for Gwent, Monmouthshire Housing Association, Melin Homes and voluntary organisations represented through the Gwent Association of Voluntary Organisations. PSBs must prepare and publish an assessment of local well-being, produce a well-being plan and report annually on its progress. This is Monmouthshire Public Service Board's first well-being plan and it sets the objectives all PSB members will commit to strive to achieve.

The PSB is held to account in several ways, including through a dedicated Select Committee and through the input of the Future Generations Commissioner, described in more detail below.

Figure 1: Well-being of Future Generations Act: Well-being Goals



PSB Scrutiny

Local government has been given the responsibility for scrutinising the PSB and ensuring the principles of the Well-being of Future Generations Act are applied to any policy or decisions taken across Monmouthshire. Monmouthshire County Council established the PSB Select Committee in June 2016, and they have scrutinised the work of the PSB since its conception..

The Select Committee have had a key role to play in challenging the rigour of the processes undertaken to develop the Well-being Assessment and Plan.

They met twice between the initial PSB workshop in February 2017 where the PSB began to analyse the challenges and opportunities emerging from the Well-being Assessment and the final adoption of the plan at the end of March 2017. The Select Committee are also keen to ensure all PSB partners are contributing equally to the process, and that the evidence in the Well-being Assessment has been robust.

Following local government elections in May 2017, many new members were elected. To ensure that the Select Committee understand their role, training on the Act was delivered to new members in June, and more specific tailored training to the Select Committee members in July 2017.

Future Generations Commissioner

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

The Commissioner gave detailed feedback on the Well-being Assessment which has informed the development of the Well-being Plan. There has also been a 16 week discussion and conversation with the Commissioner during the development of the Plan. At the end of this process the Commissioner provided advice on how to take steps to meet the local objectives set out in the plan in a manner which is consistent with the sustainable development principle. The Plan has taken this advice into account.

How does the Well-being Plan link with other things happening in Monmouthshire?

The Public Service Board and Partnerships in Monmouthshire

The Partnership landscape in Monmouthshire fully embraces multi-agency working, with representation from a wide range of partner organisations, including the third sector, who work collaboratively to improve the outcomes for Monmouthshire residents. Appendix 1 sets out the current structure of partnership working under the Public Service Board.

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

objectives. Tailored information from the outcomes of the well-being assessment has been presented to our partnerships with a specific area of focus on their themes. It is fundamental within Monmouthshire that our multi-agency partnerships have a continued role in taking steps to address the key issues and opportunities highlighted in the well-being assessment, some of which may not involve direct delivery towards the PSB objectives, but will still be addressed and may contribute as work progresses.

Town and Community Councils

There are 4 Town Councils within Monmouthshire which meet the criteria of the Act: Abergavenny, Caldicot, Chepstow and Monmouth Town Councils. This means that they must take “reasonable steps” to meet the objectives in this Well-being Plan and report on progress annually. These Town Councils were invited to take part in the PSB workshop held in October 2017 to help develop the Plan. The PSB values their input into this process and wanted to ensure that our Town Council partners have early sight of the likely themes which they will be expected to contribute to.

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

Future Monmouthshire

The Future Monmouthshire programme has been designed to align with the principles of the Future Generations Act. It is led by Monmouthshire County Council and was agreed by other partners of the PSB to form part of its thinking as it develops well-being objectives and the steps it will take to meet these, recognising the need to act collaboratively to address the issues that are being recognised. The programme utilises methods, process and draws in expertise to look at how the County remains relevant and viable for the next generation in the medium to long term. This will involve keeping our eyes open and our heads up to adopt some of the new solutions around the UK and the wider world that could work here in Monmouthshire, while continuing to meet the needs of residents, visitors and businesses in the here-and-now.

Social Services and Well-being Act

This Act came into force in April 2016 to transform the way care and support is delivered making it a responsibility on more than just Local Authority Social Services departments. It is about promoting people’s independence to give them a stronger voice and more control of the things that matter to them. It aims to support people of all ages through their families and communities so they are less dependent on institutional services. The Act:

- Encourages services to engage with and empower citizens
- Promotes independence and well-being
- Gives people who receive support and their carers control over their lives and the support they receive to maximise independence.

As part of the Act, a population needs assessment was completed at a regional (Gwent) level. This dovetailed with the Well-being Assessment and provided an assessment of needs and priorities for, health and social care within the Greater Gwent Region over a 3 - 5 year period. The assessment has identified the following priority outcomes that will be progressed through the Area Plan.

- To improve outcomes for children and young people with complex needs through earlier intervention, community based support and placements closer to home
- To ensure good mental health and emotional well-being for children young people through effective partnership working
- To improve emotional well-being for older people by reducing loneliness and social isolation with earlier intervention and community resilience
- To improve outcomes for people living with dementia and their carers
- Appropriate housing and accommodation for older people
- To support disabled people through an all age approach to live independently in appropriate accommodation and access community based services, including transport.
- To help people reduce the risk of poor health and well-being through earlier intervention and community support
- To support people with learning disabilities to live independently with access to early intervention services in the community; and greater public awareness and understanding of people with learning disabilities needs
- To provide more timely diagnosis of Autistic Spectrum Disorder and access to support services and information and advice
- Increased understanding and awareness of mental health amongst the public to reduce stigma and help people to seek support earlier.
- To improve emotional well-being and mental health for adults and children through early intervention and community support.
- Ensure people are supported through access to accurate information, assistance and 'rehabilitation' where required
- Improve emotional well-being especially through peer to peer support

The area plan is being consulted on alongside this document. You can download a copy and respond to the consultation at www.monmouthshire.gov.uk/population-needs-assessment

Other legislation

The Act requires PSBs to consider a number of other pieces of legislation including the Equality Act 2010, the United Nations Convention on the Rights of the Child, the Welsh Language Measure 2011 and the Environment Act 2016, and their impact on the Well-being Plan.

The PSB worked hard during the *Our Monmouthshire* engagement process to ensure that views of all people in Monmouthshire were incorporated, for example work was undertaken with disability groups, older people, schools, a Welsh language school, youth groups, low income groups and other under-represented groups. The objectives in this Plan have been informed by the views of these people, as well as by the wider population.

Alongside the Well-being of Future Generations Act, the Environment Act introduces a new biodiversity duty for public bodies in Wales. The natural environment was identified as one of Monmouthshire's biggest assets in the Well-being Assessment.

The objectives and steps outlined in this Plan set out areas which the PSB will focus on to improve well-being, which, if successful, will give children and young people the best possible start in life, will work to improve prosperity in the county, will make the most of the assets our older people bring whilst ensuring their needs are met and will maximise the benefits of our natural environment.

Meeting other statutory duties

PSBs can meet a number of other statutory duties through the Well-being Plan, including crime and disorder, substance misuse, children and families, mental health and violence against women, domestic abuse and sexual violence. Currently Monmouthshire's draft Well-being Plan is not aiming to discharge these duties, which will instead be met through the work of other organisations and partnerships. This will be reviewed as part of the consultation process and development of more detailed steps to deliver the objectives.

Developing the Well-being Assessment

In March 2017, the PSB adopted its well-being assessment. This was developed through extensive community engagement using the *Our Monmouthshire* process, combined with a detailed analysis of data, statistics, research and policy. The Assessment focussed on social, economic, environmental and cultural well-being both in the county as a whole, and also for our 5 geographical areas outlined in the Well-being Assessment: Abergavenny and the surrounding area, Chepstow and Lower Wye, Heart of Monmouthshire (comprising Usk and Raglan), Monmouth and surrounding area and Severnside (comprising Caldicot, Rogiet, Magor and Undy). A more detailed description of the process used to develop the assessment is in Appendix 2. The full Well-being Assessment can be seen at www.monmouthshire.gov.uk/our-monmouthshire

The well-being assessment will be an ongoing and dynamic document. During the lifetime of this Well-being Plan the assessment will continue to be a live document that will be updated and added to. The PSB will give further consideration as to how this is facilitated. The continued development and update of the well-being assessment will form a fundamental part of future reviews and any revisions of the well-being objectives.

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

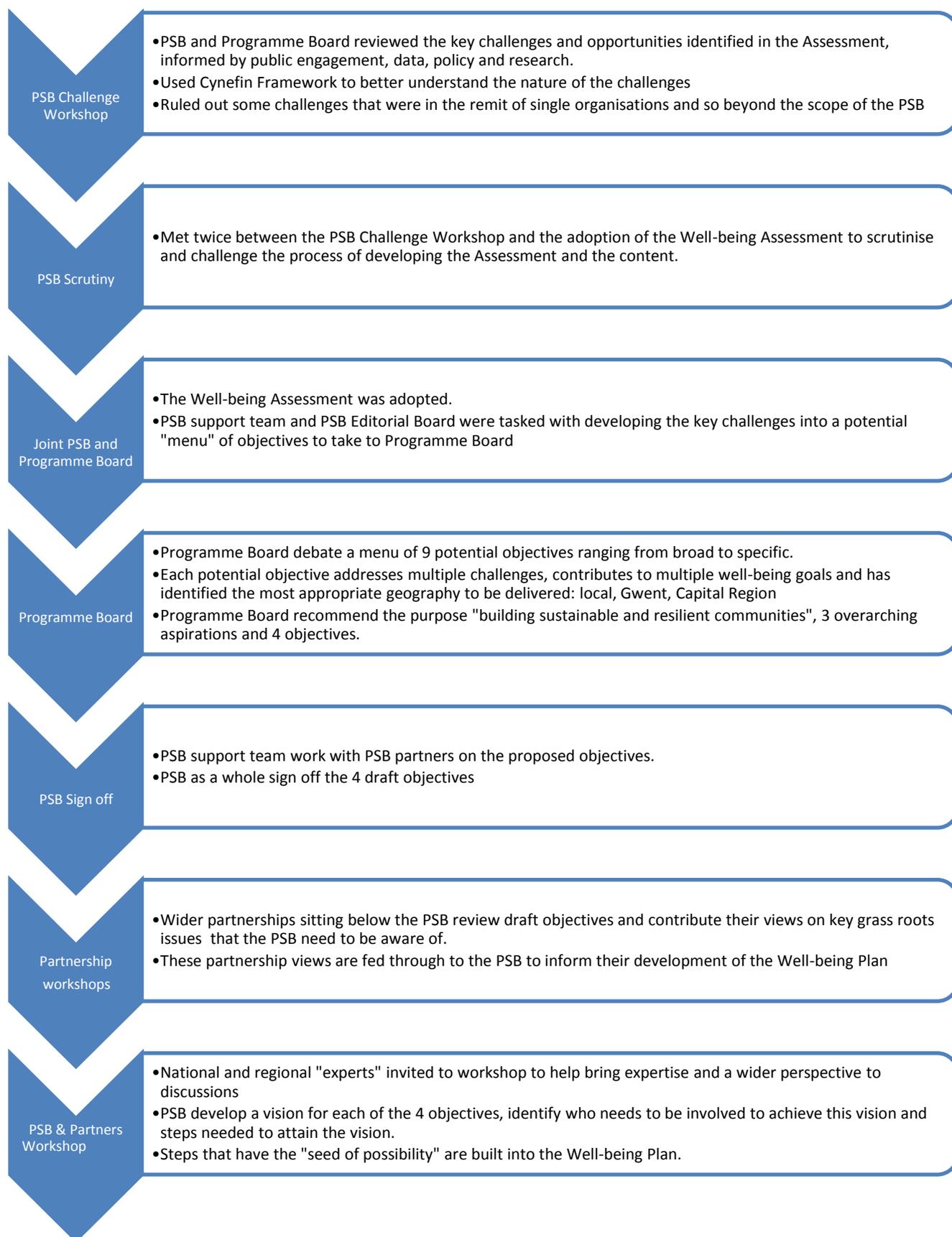
From well-being assessment to well-being objectives to action

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

It has been 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 have been fully informed and shaped by the evidence produced by the Well-being Assessment and take an integrated approach to delivering against the well-being goals. These must be the issues where it's decided that collective action can be taken that will have a positive impact on well-being in those areas.

The steps taken to move from the well-being assessment to developing the plan are set out below in Figure 2 and more detail is given in the Methodology section in Appendix 3.

Figure 2: Process of moving from Well-being Assessment to Well-being Plan



Public Service Board Well-being objectives

In July 2017, the PSB 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, as shown in the following table:

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.

The process to develop the objectives and the rationale for choosing them is provided in more detail in Appendix 3.

Applying the five ways of working

Throughout the process of developing the well-being plan, moving from the well-being assessment evidence through to developing the objectives and steps planned to deliver the objectives, the five ways of working have been applied. Likewise as the steps are developed in more detail the ways of working will be applied.

Long Term

The well-being plan aims to tackle challenging issues that cannot easily be solved in the short term. Many of the key challenges identified in the well-being assessment require long-term thinking and collaborative action to solve. Likewise, many of the proposed steps being taken to meet the well-being objectives will not be achieved in the short term and will require concerted effort over time in order to generate long term well-being benefits for future generations.

When planning for the future, the PSB have been mindful of future trends which will affect people, the economy and the environment of Monmouthshire. This has involved referring to Welsh Government information on Future Trends¹. In addition authorities in Gwent also felt that more regionally specific future trends information would be useful, so they have commissioned an additional piece of work on this. At the time of publication this work has not been completed, however the well-being plan will continue to evolve taking into account the evidence received from the future trends work and other evidence that emerges over the lifetime of the plan.

Integration

Throughout the well-being assessment and well-being plan processes, the PSB have placed a lot of importance on integration and the need to make sure that links are made between different issues. They have worked hard to ensure that the objectives and steps have not been considered in isolation. For example, the Editorial Board took the decision to hold one workshop looking at all four objectives, rather than separate workshops for each, to ensure that they are considered in conjunction with each other. Time was built into the workshop for delegates to move between objectives so that a joined up approach was taken. Likewise, the steps outlined for each of the objectives below indicate which of the other objectives they have an impact on. Ensuring that solutions are integrated will be key when delivering the objectives, and consideration will be given to whether a Future Generations Evaluation (similar to the one adopted by Monmouthshire Council) should be used for PSB projects, to ensure that they contribute to the well-being goals and five ways of working. It may be appropriate for these evaluations to be completed by the lead organisation in accordance with the governance arrangements of individual public bodies.

Collaboration

Collaboration is intrinsic to the success of the PSB and the objectives chosen cannot be delivered without collaboration. PSB partners have worked closely together to engage with communities, share data and produce the well-being assessment. The Editorial Board have continued to meet during the development of the well-being objectives and plan. The PSB took the decision to ask the Programme Board to undertake the initial development of the objectives, recognising the skills and expertise held by other tiers of staff within their organisations. The PSB Programme Board (which mirrors the PSB partners (at a deputy/Chief Officer/Heads of Service level) were able to apply their knowledge and understanding of the challenges that sat within the four PSB objectives, which has helped inform the PSB's thinking. Partnership workshops were held to inform the PSB workshop in October 2017, giving a wide range of partners the chance to share their insights and experiences with the PSB. At the October workshop, a wide range of organisations and experts from across Wales took part in discussions to develop the steps in this plan.

The challenges rising from the Well-Assessment can only be tackled through partnership working and the steps identified in the objectives will require collaboration to address them. PSB partners need to fully understand their collective contribution to each objective and how they can work better together to deliver future steps. In some cases, this collaboration will be done at a Gwent level, where the Gwent Strategic Well-being Assessment Group have identified shared priorities.

Engagement

Engagement with the public was key to the development of the well-being assessment through the *Our Monmouthshire* engagement process. This was carried out face to face in the street, at events, schools and community groups, as well as through an online survey, Twitter, Facebook and Monmouthshire Made Open. This grass roots input has shaped and informed the development of this well-being plan.

From October 2017 onwards, the four objectives have been shared on Monmouthshire Made Open, with the public being encouraged to share their ideas. This platform will continue to be used through the consultation period, together with social media. The well-being plan will also be shared through Monmouthshire’s partnerships, out Town and Community Councils and other networks.

Prevention

Taking a preventative approach by acting now to prevent long term problems is central to the Well-being of Future Generations Act and central to the way the PSB works. The steps that the PSB will focus on outlined in the Plan all focus on what can be done now to prevent long term problems. The PSB recognise that whilst intervention now may have a short term cost, a preventative approach will save money and prevent problems in the longer term.

Explaining the objectives

This explains the template used to set out the well-being objectives:

<p>Discover - Situation analysis</p> <p>The well-being assessment provides an analysis of the economic, social, environmental and cultural well-being of Monmouthshire as a whole as well as more localised areas. This section sets out the relevant key issues and challenges from the well-being assessment that the objective will have an impact on.</p>
<p>Define - Response analysis</p> <p>Informed and shaped by the evidence produced by the Well-being Assessment this section describes in more detail an initial analysis of individual issues and themes that has informed the development of the objective.</p>
<p>Well-being goals contributed to</p> <p>The table demonstrates how each of the objectives contribute to the national well-being goals. Many of the objectives cover several well-being goals, and some could potentially even contribute to all of the goals. The goals highlighted indicate where there is a most significant contribution by the objective to the achievement of a goal.</p>
<p>Delivering the Solution</p> <p>This highlights the key steps the PSB proposes to take meet the objective. At this stage these set out the areas of focus for the PSB. Further response analysis will be undertaken as set out in the “What Happens Next?” section to provide more detailed steps to meet the objective by April 2018, when the final Well-being Plan is published.</p> <p>Links between objectives</p> <p>This identifies where steps to deliver the objectives will also contribute to meeting another of the objectives. The symbols represent each objective, these are:</p> <ul style="list-style-type: none">  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 whilst mitigating and adapting to the impact of climate change.  Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.



Well-being Objective - Provide children and young people with the best possible start in life

Discover - Situation analysis

The Well-being Assessment highlighted the key challenges and issues for Monmouthshire, those that are directly impacted by this objectives are:

- 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.
- 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.
- We are operating within an increasingly globalised economy. Employment patterns are changing with more zero hours, casual contracts and freelance work emerging. Meanwhile technological advances such as automation, robotics and the advance of artificial intelligence could result in around a third of existing UK jobs disappearing 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 thousand 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.
- 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.
- 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.

Define - Response analysis

The objective provides a broad focus across the start of people's lives from conception to early adulthood. Research shows the first thousand days of a child's life from conception to their second birthday has a significant impact on their outcomes. Exposure to Adverse Childhood Experiences (ACEs) can alter how children's brains develop and they are more likely to adopt health-harming behaviours. The response to this in Monmouthshire requires further understanding and coordination with a range of partners to develop a long term approach taking account of the complexity of issues involved.

Part of the response includes the PSB and partner agencies having an important role to play to join up responses and resources to focus on proactive interventions and enable children and

families to access fully integrated support across agencies/departments and benefit from seamless information sharing.

Enabling and empowering children and young people to take greater control of their own health is also important to reduce reliance on statutory services unless necessary. This links to the “demographic change” action.

Promoting healthy behaviours that support children and young people’s physical health and mental well-being is an important focus for the well-being of future generations, particularly as childhood obesity is a growing problem. There is already a childhood obesity action plan for Monmouthshire, endorsed by the PSB. Linked to the “natural environment and climate change objective” enabling children to be active and participate in play, particularly outside will be important. Access to green space has been identified as needing improvement and it may also require behaviour change (including adult behaviour) to support this.

There continues to be a focus on academic performance in schools and an understanding of areas that need to be improved. In future there needs to be a fuller understanding of what 'the best' for children really looks like by ensuring children and schools won't be measured purely by academic results, but by developing a better understanding of the well-being of children and how to measure it.

Linked to the “thriving county” objective, future trends identify that technology is likely to play a lead role, and may replace many jobs. We need to work closely with higher education and business to ensure that children and young people are better prepared and equipped for the skills needed locally and globally in the future.

Area Plans to be developed under the Social Services and Well-being Act will set out measures to be taken to address the needs of children and young people, as well as others, which will contribute to helping deliver this objective.

Well-being goals contributed to

Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	Vibrant culture & thriving Welsh language	Globally responsible Wales
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Delivering the Solution

The PSB will focus on:	Objective links
Tackling the causes of ACEs and the perpetuation of generational problems in families.	 
Working to tackle physical inactivity and obesity in order to increase the health and well-being of future generations	  
Working to ensure that schools and services for children focus on well-being and a more rounded approach than purely academic results.	 
Supporting the resilience of children and young people in relation to their mental health and emotional wellbeing.	  



Well-being Objective - Respond to the challenges associated with demographic change

Discover - Situation analysis

The Well-being Assessment highlighted the key challenges and issues for Monmouthshire, those that are directly impacted by this objective are:

- 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.
- 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.
- 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.

Define - Response analysis

The changing demographics in Monmouthshire offer many challenges and also opportunities to improve well-being. Future trends indicate a changes in the age profile of the county with a significant increase in the ratio of older people to younger people.

The ageing population could increase demand for a range of services in the county. While these support services will always be needed by focussing on well-being and developing resilient people, families and communities who can enable people to support themselves and reduce the need and demand for interventions from statutory services.

There is an important interdependency with the “thriving county” objective on making the county a viable and affordable place for young people to live and work. Retaining and attracting young people will support the long-term viability of communities providing a more balanced demographic, to support older people. Young carers play an important role and it is essential that they are supported.

This is reciprocal with the contribution of older people make to their communities, which is often undervalued. Older people are a significant asset to Wales and there is often a strong community spirit in rural communities at the heart of which are many older volunteers who play a vital role in their communities and have a wealth of skills, knowledge and experience. This social capital in Monmouthshire has been identified as a particular strength that can be built on in communities and in supporting younger people. Maximising community assets and active citizenship has a key role in Monmouthshire to deliver all four objectives.

Our older people should also be viewed as an asset to our economy; they provide care and support for other family members, giving parents the opportunity to work by providing valuable childcare.

The places in which people live, work and socialise is an important factor in well-being. Planning ahead for communities that are age friendly and resilient to future demographic changes is central to this, for example planning services and infrastructure such as schools, health care and housing that support intergenerational settlements.

There is already work going on at a Gwent level on social prescribing, which enables people of all ages to be referred to a range of place-based and non-clinical well-being services to address people’s needs locally in a holistic way across social, economic, environmental and cultural factors.

Regional area plans being developed under the Social Services and Well-being Act will set out the range and level of health and social care service to support the well-being of different demographics and will contribute to helping deliver this objective.

Well-being goals contributed to

Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	Vibrant culture & thriving Welsh language	Globally responsible Wales
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Delivering the Solution

The PSB will focus on:	Objective links
Readdressing the supply and mix of housing stock to ensure suitable and affordable housing is available to all demographic groups	  
Learning from good practice elsewhere to explore potential for intergenerational living, now and for the future	
Promoting active citizenship through volunteering, time-banking, person to person skill swap and corporate social responsibility	  
Developing a model of care built on well-being and looking after each other rather than through formal care provision	 
Developing networks for all ages that support people’s well-being in their local communities, including social prescribing (see above for explanation).	  



Well-being Objective - Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change

Discover - Situation analysis

The Well-being Assessment highlighted the key challenges and issues for Monmouthshire, those that are directly impacted by this objectives are:

- 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.
- 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
- 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

Define - Response analysis

Natural resources, such as air, land, water, wildlife, plants and soil, provide our most basic needs, including food, energy and security. Our ecosystems need to be in good condition and resilient in order to keep us healthy, contribute to physical and psychological well-being and provide vital contributions to the economy through tourism, agriculture, forestry and more. Because these natural resources are key to so many aspects of well-being, they can't be considered in isolation.

The challenges facing our natural environment are many – climate change, development and changing land management practices are all potential threats to our natural resources and ecosystems. Tackling these challenges demands integrated and joined up solutions which are developed and delivered by the public, private and voluntary sectors working together. We need to look at adapting to climate change and well as reducing our contribution to it.

The public sector in Wales has huge potential to use its collective purchasing power to support the local economy by specifying and buying food, energy, goods and services locally. With Brexit on the horizon there may be potential for public services to have more flexibility in their purchasing decisions, creating regional jobs and business growth whilst reducing transport and pollution. Brexit also adds uncertainty for a number of sectors, including agriculture which is an important sector in Monmouthshire.

Monmouthshire has great potential to generate renewable energy locally. Several renewable energy community interest companies already exist in the county and developing more

localised business models for renewable energy and heat generation, storage and distribution will increase energy resilience as well as reducing carbon emissions.

In order for air pollution to be within safe limits for all Monmouthshire residents, transport sources have the potential to be addressed by developing the infrastructure needed for alternative vehicle use, such as electric vehicle charging, which in 2017 has just started being developed in Monmouthshire, and the forthcoming trial in the county of the Rasa hydrogen powered vehicle. Alongside this, developing public transport solutions is essential to address rural isolation and access to jobs and services.

Using opportunities offered by the Active Travel Act to encourage walking and cycling will help to reduce air pollution but will also have significant health benefits for all ages. Careful planning and design is needed to develop safe, healthy and vibrant communities which have good access to safe and accessible routes and green spaces.

In order to build species and ecosystem resilience in the face of the likely trend of hotter, drier summers and warmer, wetter winters, or other pressures on our natural environment, landscape scale biodiversity action is needed. Habitats need to be well connected in order to be resilient. Successful partnerships already exist, such as the Wye and Usk Foundation and the Living Levels project, and these partnerships need to be supported and replicated. Acting at a landscape scale also has the potential to provide significant natural flood risk management, and reducing the risk of flooding has economic, social and health benefits.

In all of these areas, working with young people who will be the decision makers of the future is essential. Through schools, youth work and community groups, young people need to understand what sustainable development is, know why it is important, be inspired to make a difference and empowered to become innovative, creative, caring citizens of the future.

Well-being goals contributed to

Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	Vibrant culture & thriving Welsh language	Globally responsible Wales
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Delivering the Solution

The PSB will focus on:	Objective links
Improving the resilience of ecosystems by working at a larger scale (landscape) to manage biodiversity and maximise benefits such as natural flood risk management	
Ensuring design and planning policy supports strong, vibrant and healthy communities that are good for people and the environment.	  
Enabling renewable energy schemes, especially community owned schemes, and developing new solutions including storage, smart energy, heat and local supply.	 
Enabling active travel and sustainable transport to improve air quality and give other health benefits.	  
Working with children and young people to improve their awareness, understanding and action for sustainable development and make them responsible global citizens of the future.	



Well-being Objective - Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.

Discover - Situation analysis

The Well-being Assessment highlighted the key challenges and issues for Monmouthshire, those that are directly impacted by this objectives are:

- 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.
- 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.
- 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.
- The signing of the £1.2 billion City Deal by the ten local authorities in South East Wales brings an opportunity to leverage around £4 billion of private sector investment creating jobs and boosting economic prosperity across the whole of the region.

Define - Response analysis

Monmouthshire's location offers a unique opportunity to maximise its potential as gateway to Wales and England. Monmouthshire is already part of the Cardiff Capital Region City Deal in south east Wales, while improving links to the south west of England has been identified as an opportunity to enable the county to thrive.

Future trends identify that technology is likely to play a lead role in, and may replace, many jobs; connecting business with schools, ensuring education at all ages is tailored towards the future skills people will require and understanding existing skills and potential growth sectors will help Monmouthshire residents to be better prepared and equipped with the skills needed locally and globally in the future.

Infrastructure to support the county in the future is vital. Broadband coverage and speed continues to be a priority in some areas of Monmouthshire. Suitable transport enables people to access jobs, training, services and facilities, with different areas of the county having different challenges. Future transport solutions, for example with driverless technology being trialled and other technological advances may be very different in the future and need to be planned for now. Transport is an important theme of the City Deal.

Property prices in the county are high; the Caldicot area especially is seeing an impact from the planned removal of Seven Bridge tolls, and this is particularly impacting on young people and older people alike. There is a variety of housing need in Monmouthshire, and future requirements need to be better understood to help us plan for the future.

Businesses in Monmouthshire are predominately smaller, employing less than ten people. Networking, communication and engagement between business and agencies, including public sector partners will help support growth. More informed decisions need to be based on a better understanding of business needs, job sectors, job market and skills requirements, while using resources efficiently.

Monmouthshire is well known for its hospitality, agriculture and tourism sectors, which have the potential to be growth areas, in particular for specialist training for excellence. Linked to the “natural environment and climate change” objective, the green economy also has the opportunity to grow in Monmouthshire - renewable energy production and locally sourced food are two such examples. Adapting to the challenges that climate change may have on industries such as food production is also important. Public sector partners have the opportunity to lead the way in further procuring local goods and services where possible.

Well-being goals contributed to

Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	Vibrant culture & thriving Welsh language	Globally responsible Wales
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Delivering the Solution

The PSB will focus on:	Objective links
Maximising opportunities for Monmouthshire as part of the City Deal	  
Better understanding the future of work and ensure training and education links with business to identify the skills needed in the Monmouthshire workforce now and in the future	 
Developing new technologies for improving rural transport	  
Facilitate better business networking to share knowledge and access to technology and regional opportunities to enable businesses to grow	
Exploring the potential for specialist centres of excellence in Monmouthshire e.g. food/hospitality, agriculture, tourism and technology	  

Evaluation and Review

The focus in the Future Generation Act means that activities will need to be increasingly focused on longer term challenges at a community level. When dealing with more complex societal challenges it will take longer for measurable change to come about and longer still to be able to evidence those changes in a meaningful way. This means the way the Public Service Board measure and evaluate performance will need to allow progress and milestones to be evaluated and scrutinised in the short term while also ensuring the right information is used to track progress against longer term community well-being objectives. Developing the right metrics of community well-being is a continuing process for Public Service Board partners at a local level as well as across the Gwent area.

National Indicators

The national indicators have an important role in helping to measure the progress made towards achieving the well-being goals by Wales as a whole. The indicators have been used so far to help the Public Service Board understand economic, social, environmental and cultural well-being in the well-being assessment.

While the national indicators will not measure the performance of individual public bodies or public services boards, it is important they are considered by the Public Service Board to track progress being made against the well-being goals and where local level data is available the progress made in Monmouthshire.

All of the national indicators will help to measure well-being in Monmouthshire, but some of the indicators that are particularly relevant to the Monmouthshire objectives are:

National indicators related to the objectives
Healthy life expectancy at birth including the gap between the least and most deprived.
Measurement of development of young children
Percentage of children who have fewer than two healthy lifestyle behaviours (not smoking, eat five fruit/ vegetables daily, never/ rarely drink and meet the physical activity guidelines)
Percentage of adults who have fewer than two healthy lifestyle behaviours (not smoking, healthy weight, eat five fruit or vegetables a day, not drinking above guidelines and meet the physical activity guidelines)
Average capped points score of Year 11 pupils, based on their best 8 exam results
Percentage of adults with qualifications at the different levels of the National Qualifications Framework.
Percentage of people in education, employment or training, measured for different age groups.
Gross Value Added (GVA) per hour worked (relative to UK average)
Gross Disposable Household Income per head
Percentage of businesses which are innovation-active
Percentage of people in employment.
Percentage of people living in households in material deprivation.
Levels of nitrogen dioxide (NO2) pollution in the air.

Capacity (in MW) of renewable energy equipment installed
Concentration of carbon and organic matter in soil
Ecological footprint
Percentage of dwellings with adequate energy performance.
Percentage of people satisfied with their ability to get to/ access the facilities and services they need.
Percentage of people satisfied with local area as a place to live.
Percentage of people who Volunteer.
Percentage of people participating in sporting activities three or more times a week.

Happy Communities well-being measurement

The five Public Service Boards within Gwent region have jointly agreed to use the Happy Communities tools in order to better measure, understand and improve the well-being of their populations. Currently measuring well-being is largely restricted to data obtained from the 2011 census which lacks the details of well-being, timeliness and the local detail needed to really inform decision making.

By using the same tools across Gwent it will be possible to compare well-being across the region and against other parts of the UK. The tools can be used to inform decision making at a community, ward, neighbourhood or whole authority scale. More details on the tools can be seen at www.happycity.org.uk/measurement-policy/about-measurement-policy/

Happy Communities provides two tools: the Happy Communities Index which measures the local conditions for community well-being and the Happiness Pulse which is a measure of personal well-being.

The *Happy Communities Index* draws on a number of indicators from various sources to understand and assess the local determinants of well-being and where to target interventions to create the conditions for people to thrive. As far as possible, the indicators are the same as, or equivalent to, English indicators so that comparisons can be drawn with other areas, which will be particularly useful in Monmouthshire given its proximity to English counties.

The *Happiness Pulse* measures the detailed reality of personal well-being in communities and includes a resident survey which is expected to take place in January and February 2018.

Happy Communities will ensure that we have a robust and comprehensive evidence base to help assess and evaluate well-being within Monmouthshire. Over time the tools will provide us with the ability to assess changes in well-being as a results of steps taken.

Performance reporting and timescales

Public Service Board partners will collectively take a lead role in delivering and evaluating the progress of the plan. The Public Service Board will produce an annual report detailing the full year's activity. This will include the steps taken to meet the objectives since the publication of the well-being plan and a range of other information to evaluate progress, including progress relevant to the national indicators and any other performance information identified in the plan to assess progress in delivering the objective. The Public Service Board Select Committee will also take a lead role in scrutinising the progress and performance of the plan.

What Happens Next?

Further development of the Well-being Plan

At the moment the steps in the plan do not provide further detail on the steps that will be undertaken, timescales, or who will be delivering them, or how we will measure if we have been successful. Many of the suggested steps are challenging to address and require fundamental changes to the way public services work together. If the PSB were able to say with confidence at this point in time exactly what needs to be done, they are probably likely to be only really focusing on “business as usual” and not progressing with tackling longer term issues. To develop innovative solutions to complex challenges and to work together in new, effective and integrated ways takes time, and we don’t have all the answers yet.

We want the views of members of the public, businesses, the voluntary sector and others on the draft objectives and steps. Do people support the proposed steps? Are there other suggestions or any great examples from elsewhere that we should explore?

During the Well-being Plan consultation period PSB partnerships will also be holding sessions to further explore and develop the PSB objectives in more detail, building on the workshops that have already taken place to further develop the objectives and steps the PSB will take. This will include:

- Exploring further the root cause of the issues/challenges.
- Identifying potential modelling that may help us to better understand these challenges.
- Understanding future trends and what the anticipated trajectories will be for our services if systems continue as they are – is there a need to disrupt systems to improve services?
- Understanding what a truly preventive agenda could look like and what it could achieve – are we thinking creatively? Do we have an ambition to effect real change?
- Understanding the interdependencies of other agencies.
- Considering whether the steps need to take place across the whole county or focus on particular geographical areas.

By April 2018, when the final Well-being Plan is published this and the views from the consultation will be used to provide additional details to expand on the current broad steps.

Working together better as a PSB to make the objectives happen

During the summer of 2017, the Future Generations Commissioner published feedback on Well-being Assessments in Wales. In addition, Monmouthshire sought the advice of the Commissioner on the developing Well-being Plan, and received a written response in September 2017.

Both of these documents contain advice on how to ensure that a PSB is working effectively and collaboratively, challenging the status quo and being innovative in its approach. The points set out below outline some of the areas which Monmouthshire PSB have identified to work better together on:

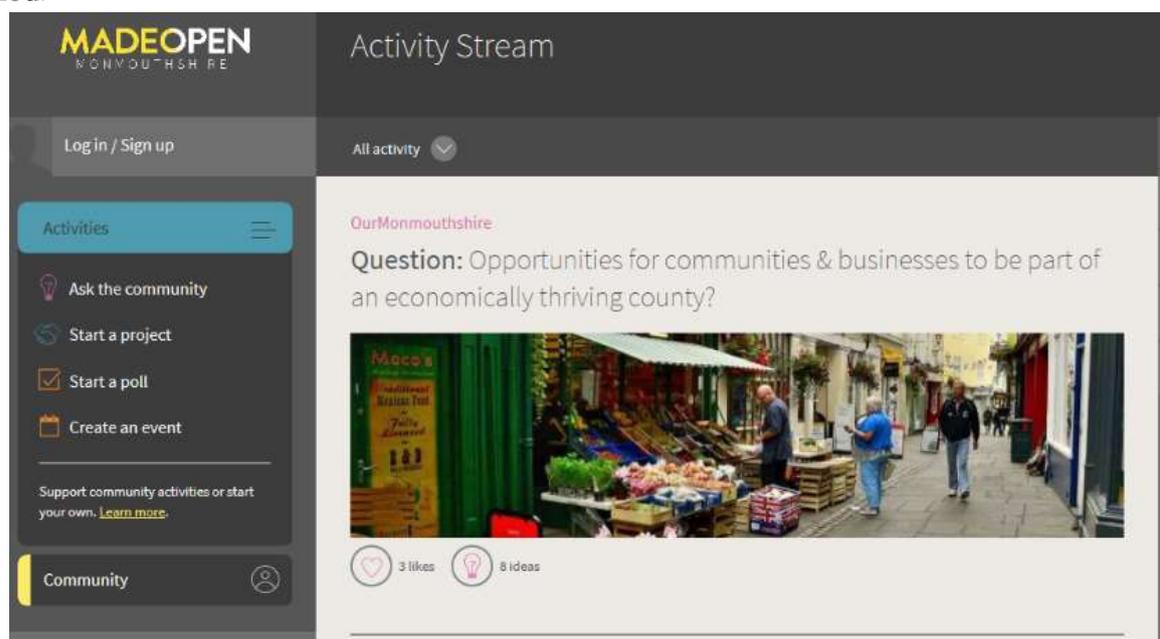
- Enable communities to help themselves e.g. identify local assets and develop them according to need, develop toolkits
- Ensure clear lines of communication between the PSB, Local Government, Town & Community Councils and the community are established
- Develop better connections between services, organisations and community groups, to deliver a more joined up and preventative approach.
- Join up data, information and systems to allow agencies to have a better understanding of challenges and to spot opportunities.
- Explore the potential to share financial resources and assets to deliver steps that address the well-being plan objectives.
- Identify opportunities for public sector procurement to better support the development of local services and production

Consultation process

This plan has been published for consultation on 13th November 2017. The consultation will last for 12 weeks during which time people can contribute their views and comments through the online questionnaire, Made Open, Facebook or Twitter. People can also write in with comments or complete paper questionnaires at the Community Hubs. Following any amendments made as a result of the consultation, the Well-being Plan will be agreed by the PSB in April 2018.

The four objectives have been put on Monmouthshire Made Open, and this forms one way that people can contribute to the discussion and consultation on the Well-being Plan:

monmouthshire.madeopen.co.uk/stream Issues will also be shared on Facebook and Twitter using #OurMonmouthshire. This discussion will remain live until the end of the consultation period.

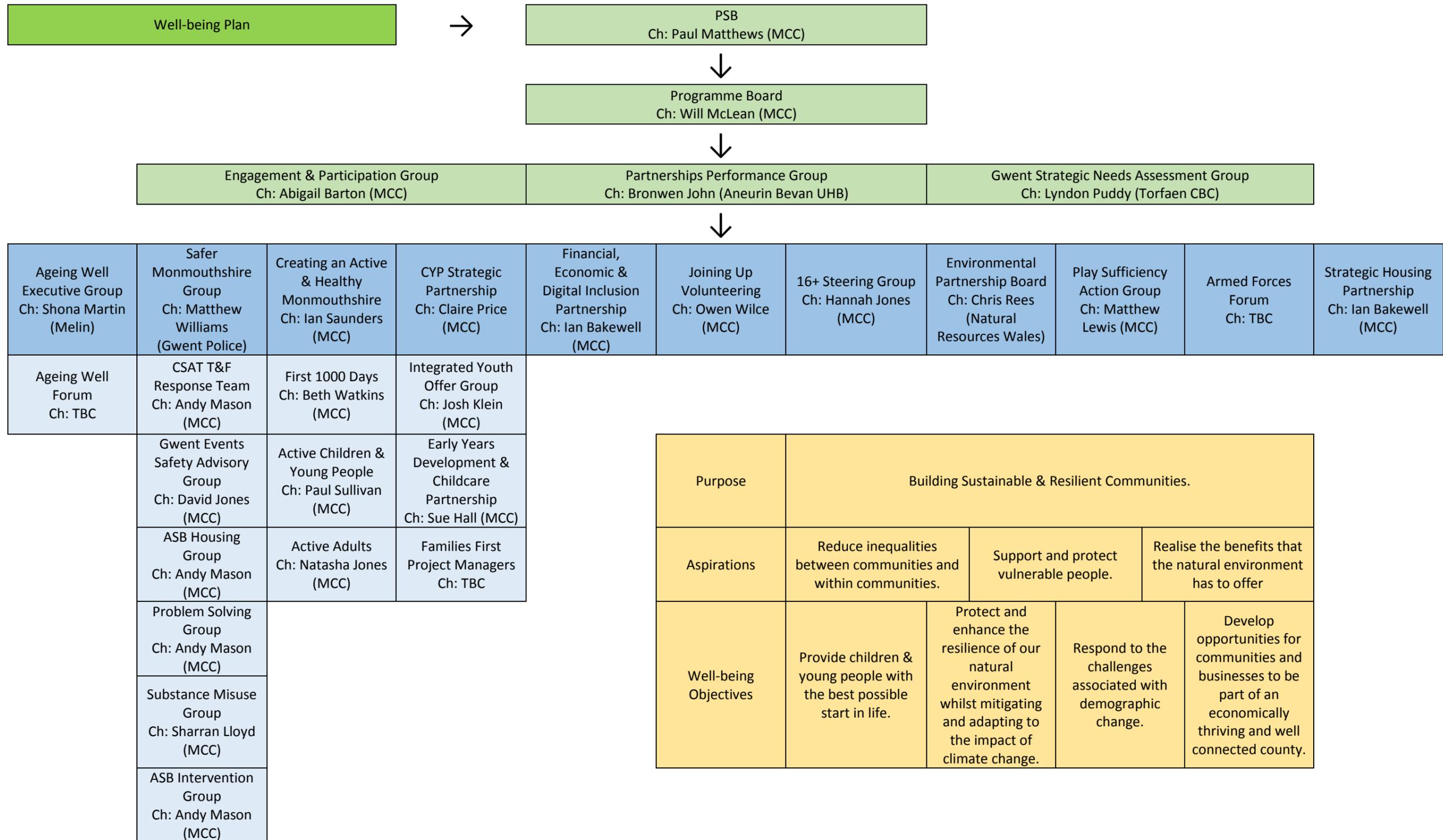


Where opportunities arise, there will also be presentations made to partnerships and other organisations in order to explain the process to date and the opportunities to engage in the process. For example, Transition Chepstow have invited PSB support staff to speak at a public meeting about the Well-being Assessment and Plan during the consultation period.

The document is out for consultation which closes on 7th February 2018. We are very interested in your thoughts and views on the content. You can contribute in a number of ways:

- Please complete the survey at www.monmouthshire.gov.uk/our-monmouthshire
- You can also share your thoughts on [Monmouthshire Made Open](#)
- E-mail improvement@monmouthshire.gov.uk
- Write to: Policy and Performance Team, Monmouthshire County Council, County Hall, The Rhadyr, Usk, Monmouthshire, NP15 1GA

Appendix 1 – Partnership structure



Appendix 2 - 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 92,476².

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 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 Wales³. 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) level⁴.



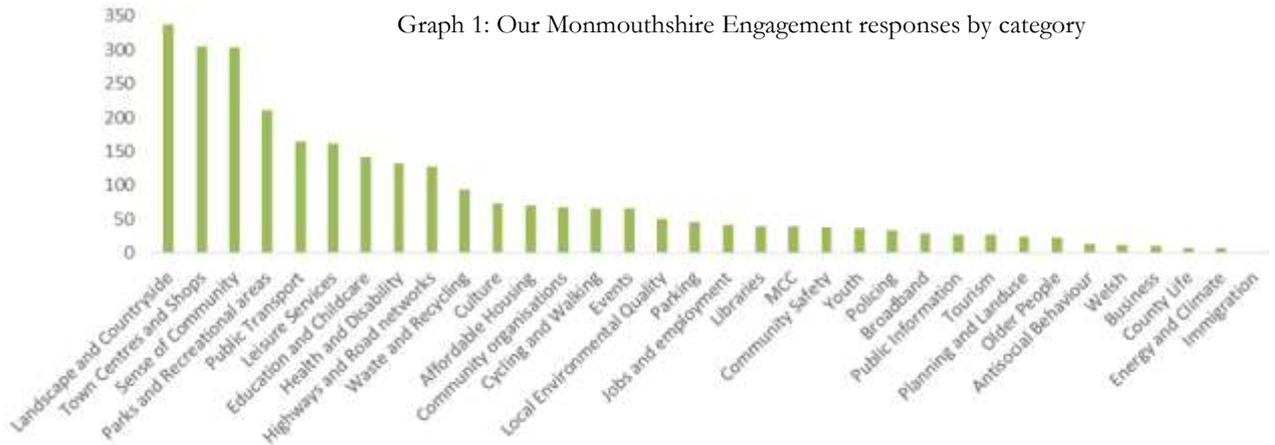
The Well-being Assessment

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 2017⁵. 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 has been a focus on the engagement. The Older People’s Commissioner for Wales⁶ 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 young⁷ and old and people with protected characteristics⁸.

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 includes 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 assessments 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 have been covered and to ensure that the assessment reflects all aspects of well-being.

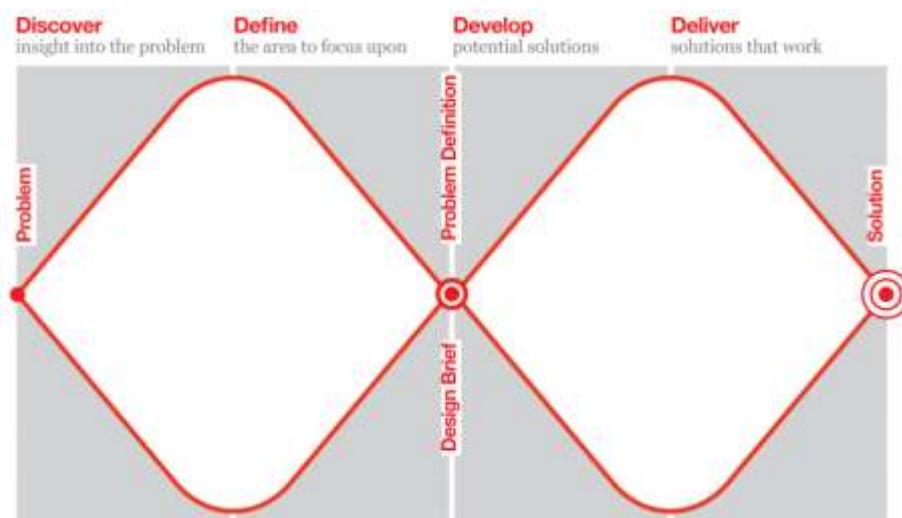
Appendix 3 – Methodology for developing the Well-being Plan

Following the completion of the Well-being Assessment, the Public Services Board are now 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 has been 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 have been fully informed and shaped by the evidence produced by the Well-being Assessment and take an integrated approach to delivering against the well-being goals. These must be the issues where it's decided that collective action can be taken that will have a positive impact on well-being in the area.

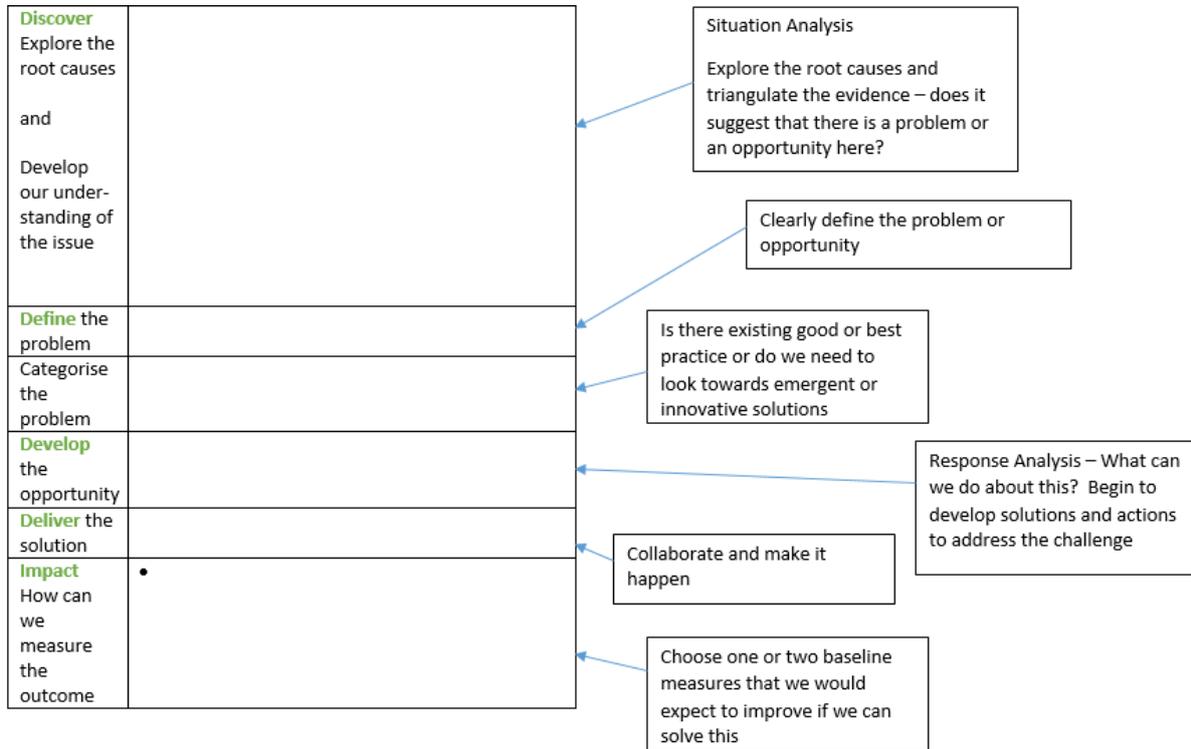
The process we have used has followed the Design Council's 'double-diamond' approach shown below, this is divided into four distinct phases – Discover, Define, Develop and Deliver (see Figure 3).

Figure 3: 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”¹⁰. The PSB approach also drew on the Cynefin Framework and Figure 4 captures the process that is being undertaken to develop each objective:

Figure 4: 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 the PSB is currently in the second phase of the work – called the *Response Analysis* – looking to identify and develop potential solutions. This could be a mix of adopting proven good practice from elsewhere and pursuing more innovative solutions when problems are more complex or intransigent. A workshop held in October 2017 for PSB, wider partners and industry experts to begin to develop potential solutions has been a key part of the Develop phase.

This section gives more detail on the stages of the process that have taken the PSB from Well-being Assessment to Well-being Plan. The steps that have been taken are summarised in Figure 2.

From well-being assessment to well-being objectives

The Well-being Assessment, approved by the PSB in March, 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 which will make the focus of the forthcoming 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 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 in Appendix 4. 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

Whichever of the objectives the PSB decided to focus on in the Well-being Plan, there will be some cross cutting themes that will have to be considered. The five ways of working (long term, integration, collaboration, engagement and prevention) will need to be applied to all that the PSB does. There are also important cross cutting themes that have arisen through the Well-being Assessment that will need to be considered such as the need to protect the environment, reduce carbon emissions and utilise social capital and volunteering.

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 link well with partners own aspirations, see Appendix 5 for a comparison of PSB partner objectives. The 4 objectives were then agreed by the PSB in July 2017.

From well-being objectives to action

It is important to draw on the grass roots experience and perspective of Monmouthshire's many multi-agency partnerships to help inform the PSB as they work 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.

The workshop outputs were written up and analysed, and the “gems” discussed in the final session have formed the basis of the steps in this Well-being Plan.

Fran O’Hara captured the essence of the presentations graphically and has similarly captured the key points of the workshop discussions:



Appendix 4 – Potential Objectives considered

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									
Who has expressed an interest in prioritising this?	MCC PCC SWFRS ABUHB	MCC MHA 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

Appendix 5 – 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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References

- ¹ <http://gov.wales/statistics-and-research/future-trends/?lang=en>
- ² 2015, Mid-year population estimates, Office for National Statistics, updated 23 June 2016
- ³ <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>
- ⁴ <https://neighbourhood.statistics.gov.uk/HTMLDocs/nessgeography/superoutputareasexplained/output-areas-explained.htm>
- ⁵ Statutory Guidance, SPSF 3 at <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>
- ⁶ Preparing local well-being plans: Guidance for PSBs, Older People's Commissioner for Wales
- ⁷ United Nations Convention on the Rights of the Child <https://www.unicef.org.uk/what-we-do/un-convention-child-rights/>
- ⁸ Equality Act 2010
- ⁹ <http://www.designcouncil.org.uk/news-opinion/design-process-what-double-diamond>
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