

SIR FYNWY

MONMOUTHSHIRE



Monmouthshire Public Service Board Well-being Plan

MON
MOUTH
SHIRE

Version Control

Title	Monmouthshire 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.
Owner	Public Service Board
Approved by	Public Service Board and constituent partners
Date	February 2018
Version Number	4.0
Status	Final for approval
Review Frequency	Annual
Next review date	July 2019

For further information see www.monmouthshire.gov.uk/our-monmouthshire

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



Monmouthshire Public Service Board partners:



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Aneurin Bevan
University Health Board



monmouthshire
sir fynwy

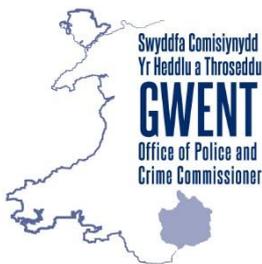


Cyfoeth
Naturiol
Cymru
Natural
Resources
Wales

South Wales
Fire and Rescue Service



Gwasanaeth Tân ac Achub
De Cymru



GIG
CYMRU
NHS
WALES

Iechyd Cyhoeddus
Cymru
Public Health
Wales



Llywodraeth Cymru
Welsh Government



Gwent Association of Voluntary Organisations
Cymdeithas Mudiadau Gwirfoddol Gwent

Contents

Version Control.....	2
Contents.....	4
Foreword	5
Why a Well-being Plan?.....	7
The Well-Being of Future Generations Act.....	7
The Public Service Board.....	7
How does the Well-being Plan link with what else is happening in Monmouthshire?.....	8
Developing the Well-being Assessment.....	11
From well-being assessment to well-being objectives and steps	12
Public Service Board Well-being objectives	14
Applying the five ways of working	14
Explaining the objectives	18
Well-being Objective - Provide children and young people with the best possible start in life	19
Well-being Objective - Respond to the challenges associated with demographic change	21
Well-being Objective - Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change.....	23
Well-being Objective - Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.	26
What Happens Next?.....	28
Well-being Plan Consultation.....	28
From Well-being Plan to Action.....	29
Working together as a PSB to make the objectives happen	30
Evaluation and Review	32
Conclusion.....	34

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'*.

Paul Matthews
Chair of Monmouthshire Public Service Board

DEVELOPING 'OUR MONMOUTHSHIRE' WELL-BEING PLAN OBJECTIVES TOGETHER

TELL US YOUR VIEWS: WWW.MONMOUTHSHIRE.GOV.UK/OUR-MONMOUTHSHIRE



1 GIVE CHILDREN AND YOUNG PEOPLE THE BEST POSSIBLE START IN LIFE

- TACKLING THE CAUSES OF ADVERSE CHILDHOOD EXPERIENCES AND GENERATIONAL PROBLEMS IN FAMILIES.
- WORKING TO TACKLE PHYSICAL INACTIVITY AND OBESITY TO IMPROVE WELL-BEING.
- SUPPORTING THE MENTAL HEALTH AND EMOTIONAL WELL-BEING OF CHILDREN.
- WORKING WITH SCHOOLS AND SERVICES FOR CHILDREN TO FOCUS ON WELL-BEING RATHER THAN JUST EXAM RESULTS.



2 ADDRESS THE CHALLENGES OF DEMOGRAPHIC CHANGE

- EXPLORING THE POTENTIAL TO DEVELOP GOOD RELATIONSHIPS BETWEEN PEOPLE OF DIFFERENT AGES.
- FOCUSING ON WELL-BEING AND LOOKING AFTER EACH OTHER RATHER THAN JUST FORMAL CARE PROVISION.
- DEVELOPING NETWORKS FOR ALL AGES THAT SUPPORT PEOPLE'S WELL-BEING IN THEIR LOCAL COMMUNITIES.
- ENSURING SUITABLE & AFFORDABLE HOUSING IS AVAILABLE TO PEOPLE OF ALL AGES.
- PROMOTING ACTIVE CITIZENSHIP, LIKE VOLUNTEERING & TIME-BANKING.



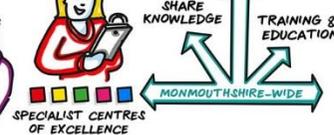
3 COMMUNITIES AND BUSINESSES TO BE PART OF AN ECONOMICALLY THRIVING AND WELL CONNECTED COUNTY

- MAKING THE MOST OF OPPORTUNITIES OFFERED BY THE CITY DEAL.
- DEVELOPING NEW TECHNOLOGIES FOR IMPROVING RURAL TRANSPORT.
- ENSURING THAT TRAINING AND EDUCATION EQUIPS PEOPLE FOR THE JOBS OF THE FUTURE.
- BETTER BUSINESS NETWORKING TO SHARE KNOWLEDGE & REGIONAL OPPORTUNITIES TO HELP BUSINESSES GROW.
- EXPLORING THE POTENTIAL FOR SPECIALIST CENTRES OF EXCELLENCE IN MONMOUTHSHIRE E.G. FOOD/HOSPITALITY, AGRICULTURE, TOURISM AND TECHNOLOGY.

#OURMONMOUTHSHIRE
WWW.MONMOUTHSHIRE.GOV.UK/OUR-MONMOUTHSHIRE

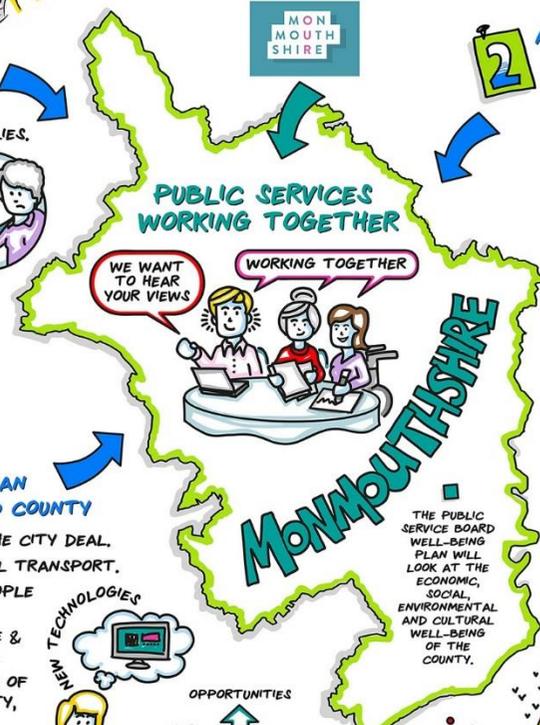


BUSINESS NETWORK



4 PROTECT & ENHANCE OUR NATURAL ENVIRONMENT AND MINIMISE THE IMPACT OF CLIMATE CHANGE

- IMPROVING THE RESILIENCE OF HABITATS AND WILDLIFE AND THE BENEFITS THEY BRING.
- ENSURING DESIGN AND PLANNING BUILDS COMMUNITIES THAT ARE GOOD FOR PEOPLE AND THE ENVIRONMENT.
- ENABLING RENEWABLE ENERGY, ESPECIALLY COMMUNITY OWNED SCHEMES.
- ENABLING ACTIVE TRAVEL AND SUSTAINABLE TRANSPORT TO IMPROVE AIR QUALITY AND HEALTH.
- WORKING WITH CHILDREN AND YOUNG PEOPLE TO MAKE THEM RESPONSIBLE GLOBAL CITIZENS OF THE FUTURE.



THE PUBLIC SERVICE BOARD WELL-BEING PLAN WILL LOOK AT THE ECONOMIC, SOCIAL, ENVIRONMENTAL AND CULTURAL WELL-BEING OF THE COUNTY.

CROSS CUTTING AND SYSTEM ACTIONS

- DEVELOP TOOLKITS AND OTHER WAYS TO HELP COMMUNITIES TO HELP THEMSELVES.
- ENSURE CLEAR LINES OF COMMUNICATION BETWEEN THE PUBLIC SECTOR AND WIDER COMMUNITY.
- DEVELOP BETTER CONNECTIONS BETWEEN SERVICES, ORGANISATIONS AND COMMUNITY GROUPS, TO WORK IN A MORE JOINED-UP, PREVENTATIVE WAY.
- JOIN UP DATA, INFORMATION AND SYSTEMS TO HELP AGENCIES BETTER UNDERSTAND CHALLENGES AND OPPORTUNITIES.
- EXPLORE THE POTENTIAL TO SHARE FINANCE AND ASSETS TO DELIVER THE WELL-BEING PLAN.
- IDENTIFY OPPORTUNITIES FOR PUBLIC SECTOR PROCUREMENT TO BETTER SUPPORT LOCAL PRODUCTS AND SERVICES.

Why a Well-being Plan?

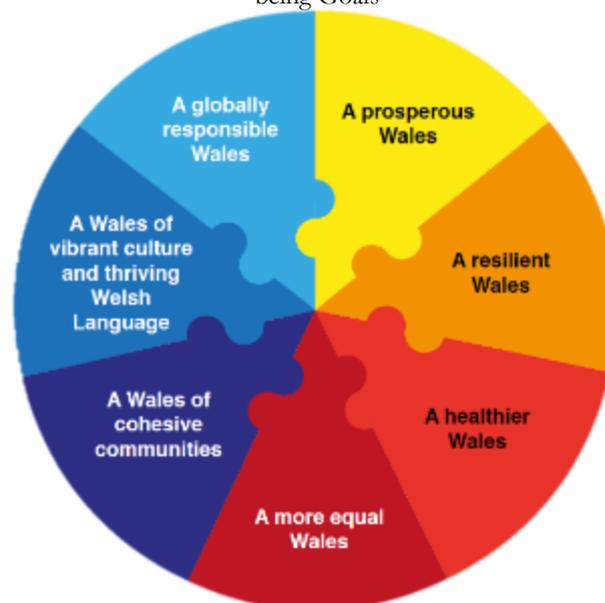
The Well-Being of Future Generations Act

In April 2016 Welsh Government introduced The Well-being of Future Generations Act. This groundbreaking piece of 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 this diagram.

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



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 is 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.

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

They have met regularly to oversee and scrutinise the development and content of the Well-being Assessment and Well-being Plan, as well as looking at the way the PSB has been formed and how it operates and makes decisions.

Future Generations Commissioner

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

The Commissioner gave detailed feedback on the Well-being Assessment which informed the development of the Well-being Plan. The Commissioner also 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 what else is 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. Further information on the current structure of partnership working under the Public Service Board can be seen in the Annex document which accompanies the Plan.

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. 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 of this Well-being Plan and report on progress annually.

The PSB recognise the valuable contribution all Town and Community Councils fulfil within our communities and the PSB 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 have been consulted on the Well-being Assessment and Plan and are encouraged to consider how they can contribute to meeting the Plan's objectives.

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 and processes 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 needs assessment has informed the Area Plan which sets out the high-level outcomes and priorities for regional working across health, social care and the third sector, and will be focussing on:

- children and young people
- older people
- health & physical disabilities
- mental health
- people with learning disabilities
- sensory impairment
- carers
- people with autism spectrum disorders

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 (Wales) 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 Medium school, youth groups, low-income groups and other under-represented groups. The objectives of 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 Well-being Plan is not aiming to discharge these duties, which will instead be met through the work of other organisations and partnerships, such as the Gwent Violence against Women, Domestic Abuse and Sexual Violence Partnership Board and Safer Monmouthshire.

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 the supporting Annex to this plan. 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.

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. These have informed the development of the Well-being Objectives and steps. Further details of the challenges and opportunities are included in the Annex.

From well-being assessment to well-being objectives and steps

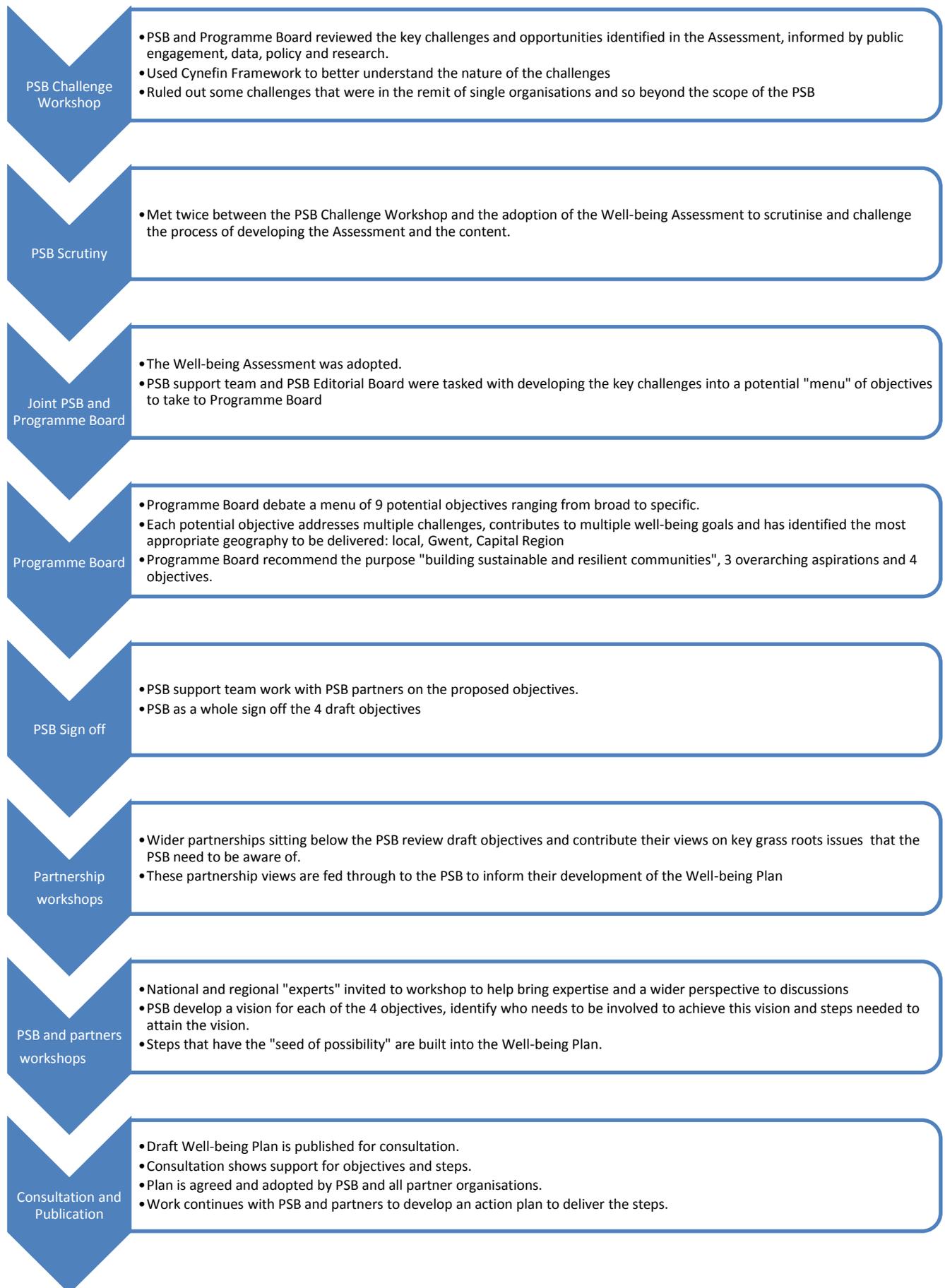
Following the completion of the Well-being Assessment, the Public Services Board prepared this local well-being plan setting out its local objectives and the steps it will take to meet them.

It was essential to have a rigorous process in place when moving from Well-being Assessment to Well-being Plan in order to ensure that the objectives chosen by the PSB were fully informed and shaped by the evidence produced by the Well-being Assessment and took an integrated approach to delivering against the well-being goals. These had to be the issues where collective action could be taken that would 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 in the diagram below and more detail is given in the Methodology section in the Annex. The development of the steps to deliver the objectives was informed by an analysis of the outputs of a PSB workshop, along with evidence from the well-being assessment and other intelligence gathered through the process of developing the objectives, for example from the strategic partnership workshop sessions held.

The next stage in implementing the objectives and steps will be to work closely with partners to develop a detailed action plan, which will set out what actions need to happen, who will be involved and what the timescales will be, together with information about how we will measure whether the action has been effective in improving well-being. Further information on this process can be seen in the From Well-being Plan to Action section.

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 the Annex.

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 into actions 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 a concerted effort over time in order to generate long-term well-being benefits for future generations.

When planning for the future, the PSB has 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 Trends. In addition authorities in Gwent through the Gwent Strategic Well-being Assessment Group have commissioned specific work to develop an understanding of Future trends that could impact on well-being and delivery of public services in Gwent. This research will be completed to inform the development of the action plan and future reviews of the well-being plan will need to continue to take account of the evidence received from the future trends work and other evidence that emerges over the lifetime of the plan.

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 grassroots input has shaped and informed the development of this well-being plan.

A 12-week consultation was held between November 2017 and February 2018 to gain thoughts and ideas on the well-being plan and inform actions that can be taken to deliver the objectives and steps set in the plan. We engaged with hundreds of people, in a variety of locations and through a variety of methods. Responses were gathered via social media, Monmouthshire Made Open, an online survey, paper surveys, forums targeting harder to reach groups such as young people, older people and people with disabilities and via visits to groups by invitation. The well-being plan was also shared through Monmouthshire's PSB strategic partnerships, Town and Community Councils and other networks. Further details on the results of the engagement is in the Annex

Integration

Throughout the well-being assessment and well-being plan processes, the PSB has 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 or the Commissioner's Future Generations Framework) 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.

Delivering the steps in the Well-being will also need to be done in an integrated way. Work to progress each of the steps will inevitably impact on other steps, and some of the steps are likely to be developed together to reduce the likelihood of "silo working". Consideration will also need to be given to how the aspirations of the PSB, which are cross-cutting, are integrated when progressing the steps.

The following matrix demonstrates how the steps (summarised on the axis) will impact on each other, with the most significant impacts shaded in blue.

How each of the steps integrates with other steps

	ACES	Obesity	Wellbeing in Schools	Mental Health	Housing	Intergenerational living	Active citizenship	Model of care	Networks of support	Ecosystem resilience	Design and Planning	Renewables	Active/Sustainable	Sustainability education	City Deal	Education business	Rural transport	Business networks	Centres of excellence
ACES	■		■	■															
Obesity		■							■	■			■	■					
Wellbeing in Schools	■		■	■											■	■			■
Mental Health	■		■	■											■				
Housing					■	■		■	■		■	■	■		■				
Intergenerational living					■	■		■	■		■								
Active citizenship						■	■			■				■		■	■		
Model of care					■	■	■												
Networks of support					■	■	■	■											
Ecosystem resilience		■								■	■	■	■	■					■
Design and Planning		■			■	■				■	■						■		
Renewables					■					■	■	■		■			■	■	
Active/Sustainable		■			■					■	■	■	■		■		■		
Sustainability education		■	■	■			■			■		■	■	■		■			
City Deal					■								■		■	■	■	■	■
Education business links			■				■							■	■	■			■
Rural transport							■				■	■	■		■		■		
Business networks												■			■			■	■
Centres of excellence			■							■					■	■		■	■

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.

From October 2017 to January 2018, the proposed objectives and steps were taken to every strategic partnership, together with the PSB and Programme Board, for consideration and discussion, and to begin to develop their response.

The challenges arising 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. The action plan to be developed will identify a lead partner and/or strategic partnership for each step who will be responsible for coordinating action to deliver that step. In developing the action plan, wider potential collaborators will also be identified and approached to help deliver the steps.

In some cases, this collaboration may be done at a Gwent level, for example through the work of the Gwent Strategic Well-being Assessment Group.

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.

As the details of the subsequent action plan are developed, using the double diamond approach set out in the Annex, careful thought will be given to ensure that steps taken now might prevent problems from getting worse and how this will shape the steps the PSB will take.

Explaining the objectives

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

Discover - Situation analysis

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.

Define - Response analysis

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 have informed the development of the objective.

Well-being goals contributed to

The table demonstrates how each of the objectives contributes 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.

A short description is given to demonstrate how the steps will maximise contribution to each of the goals. Further detail on how the step maximises contribution to the goals will emerge as a detailed action plan is developed to deliver the steps.

Delivering the Solution

This highlights the key steps the PSB proposes to take meet the objective. An action plan will be developed once the Well-being Plan is published which will give details of how the steps will be delivered.

Links between objectives

This identifies where steps to deliver the objectives will also contribute to meeting another of the objectives. The symbols represent each objective are shown below.



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.

Contribution to Well-being Goals

The table demonstrates how each of the steps contributes to the national well-being goals. Many steps could potentially contribute to all the goals, but the table shows where the most significant contributions will be.

How long will steps take to improve well-being?

The plan does NOT prioritise or set out a timetable for action – this will follow in the action plan. However, an indication of the broad timescales is given, short (up to 5 years), medium (between 5 and 10 years) or long-term (more than 10 years), in which any programmes put in place to deliver the steps would be likely to yield measurable improvements in well-being.



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 throughout 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), such as homes experiencing domestic violence or substance or alcohol misuse, 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, not just to obesity but also for broader child development. 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 identified 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.

A Gwent Area Plan has been developed under the Social Services and Well-being Act which sets 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 (1)	Resilient Wales (2)	Healthier Wales (3)	More equal Wales (4)	Wales of cohesive communities (5)	Vibrant culture & thriving Welsh language (6)	Globally responsible Wales (7)
----------------------	---------------------	---------------------	----------------------	-----------------------------------	---	--------------------------------

In order to gain employment and contribute to a Prosperous Wales, it is crucial that young people are able to develop the skills they need for the future. Their physical and mental health are key to them developing their potential and becoming healthy adults as part of a Healthier Wales, whilst increasing participation in sport contributes to a Vibrant Culture. It is essential all children and young people have equal access to education, opportunities and the best possible start in life. This will help young people to contribute to their community in a positive way as they become adults, helping to develop Cohesive Communities.

Delivering the Solution

The PSB will focus on:	Objective links	Goals	Impact
Tackling the causes of ACEs and the perpetuation of generational problems in families.	 	1, 3, 4, 5	Long
Working to tackle physical inactivity and obesity in order to increase the health and well-being of future generations	  	3, 5, 6	Long
Working to ensure that schools and services for children focus on well-being and a more rounded approach than purely academic results.	 	1, 3, 4	Med
Supporting the resilience of children and young people in relation to their mental health and emotional wellbeing.	  	3, 4	Short



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 for 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 change 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 have 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 infrastructures 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.

A Gwent Area Plan has been developed under the Social Services and Well-being Act sets out the high-level outcomes and priorities for regional working across health, social care and the third sector. This will support the well-being of different demographics and will contribute to helping deliver this objective.

Well-being goals contributed to

Prosperous Wales (1)	Resilient Wales (2)	Healthier Wales (3)	More equal Wales (4)	Wales of cohesive communities (5)	Vibrant culture & thriving Welsh language (6)	Globally responsible Wales (7)
----------------------	---------------------	---------------------	----------------------	-----------------------------------	---	--------------------------------

In order to have Cohesive Communities with equal opportunities for people of all ages to be able to live and work in Monmouthshire, it is crucial that there is suitable and affordable housing for all. A Cohesive Community will have facilities in place to look after all ages. Although paid employment is key for a Prosperous Wales, volunteering and active citizenship also have a key role to play and contribute to building communities and improving health.

Delivering the Solution

The PSB will focus on:	Objective links	Goals	Impact
Readdressing the supply and mix of housing stock to ensure suitable and affordable housing is available to all demographic groups	  	1, 3, 4, 5	Long
Learning from good practice elsewhere to explore potential for intergenerational living, now and for the future		4, 5	Med
Promoting active citizenship through volunteering, time-banking, person to person skill swap and corporate social responsibility	  	1, 3, 5	Short
Developing a model of care built on well-being and looking after each other rather than through formal care provision	 	3, 4, 5	Med
Developing networks for all ages that support people's well-being in their local communities, including social prescribing (see above for explanation).	  	1, 3, 4, 5	Short



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 for 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 the 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. This has resulted in a consequent decline in biodiversity which is a threat to how ecosystems function. 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 Environment (Wales) Act, with subsequent area plans, works alongside the Well-being of Future Generations Act to address these issues.

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. Procurement can also have significant global impacts and thought needs to be given to being globally responsible. 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 during 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.

Promoting active travel (walking and cycling) in both rural and urban areas, and using opportunities offered by the Active Travel Act will help to reduce air pollution but will also have significant health benefits for all ages. Careful planning and design, including using a Green Infrastructure approach, 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 (1)	Resilient Wales (2)	Healthier Wales (3)	More equal Wales (4)	Wales of cohesive communities (5)	Vibrant culture & thriving Welsh language (6)	Globally responsible Wales (7)
----------------------	---------------------	---------------------	----------------------	-----------------------------------	---	--------------------------------

As well as being key to environmental well-being, a Resilient environment is essential to the local economy, to physical and mental health and building Cohesive Communities. To be Globally Responsible, we need to work together to reduce the carbon and pollution we emit by tackling sustainable transport and our energy use and generation. Key to this objective is working with children and young people to help them understand their role in looking after our environment, reducing our environmental impact and recognising the importance of “thinking globally and acting locally”.

Delivering the Solution

The PSB will focus on:	Objective links	Goals	Impact
Improving the resilience of ecosystems by working at a larger scale (landscape) to manage biodiversity and maximise benefits such as natural flood risk management		1, 2, 3	Long
Ensuring design and planning policy supports strong, vibrant and healthy communities that are good for people and the environment.	  	1, 2, 3, 5, 7	Long
Enabling renewable energy schemes, especially community-owned schemes, and developing new solutions including storage, smart energy, heat and local supply.	 	1, 5, 7	Short
Enabling active travel and sustainable transport to improve air quality and give other health benefits.	  	1, 5, 6, 7	Med
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.		1, 2, 3, 4, 5, 6, 7	Long



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 for 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 a 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 an 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 south of the county, including Chepstow and Caldicot areas especially are seeing an impact from the planned removal of Severn 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 (1)	Resilient Wales (2)	Healthier Wales (3)	More equal Wales (4)	Wales of cohesive communities (5)	Vibrant culture & thriving Welsh language (6)	Globally responsible Wales (7)
----------------------	---------------------	---------------------	----------------------	-----------------------------------	---	--------------------------------

In order to contribute to a Prosperous Wales, links need to be made between education and business to ensure young people are equipped for the jobs of the future. City Deal will be a key contributor to a Prosperous Wales, but it will also be key to build on the strengths of our local economy, heritage and culture to maximise the contribution they bring to the economy. A sustainable transport infrastructure will be key to ensuring that everyone is able to access jobs and training, as well as reducing carbon emissions.

Delivering the Solution

The PSB will focus on:	Objective links	Goals	Impact
Maximising opportunities for Monmouthshire as part of the City Deal	  	1, 4, 5	Med
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	 	1	Med
Developing new technologies for improving rural transport	  	1, 4, 5, 7	Med
Facilitate better business networking to share knowledge and access to technology and regional opportunities to enable businesses to grow		1	Short
Exploring the potential for specialist centres of excellence in Monmouthshire e.g. food/hospitality, agriculture, tourism and technology	  	1, 2, 6	Med

What Happens Next?

Well-being Plan Consultation

A 12-week consultation was held between November 2017 and February 2018 to gain thoughts and ideas on the well-being plan and inform actions that can be taken to deliver the objectives and steps set in the plan. Hundreds of people were engaged and their views gathered. Some common themes emerged from the 82 online surveys that were completed:

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

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

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

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

The objectives were set based on a comprehensive assessment of well-being in the county. All responses to the consultation on the plan and objectives have been reviewed and appropriate amendments made to the plan where further evidence and insight has identified a change is

required. There are areas of feedback where it has not been appropriate to change the plan at this stage, and the remaining feedback will be further considered in the development of the action plan and in any future reviews of the objectives.

From Well-being Plan to Action

Throughout the consultation process it has become apparent that the issues within the Well-being Plan are extremely complex, and in many cases, further work and detailed analysis will be needed before a decision on the precise nature of the action needed to be developed. Many of the suggested steps are challenging and require fundamental changes to the way public services work together. It is also unlikely that the challenges will be addressed effectively by continuing with the same programmes or systems that are in place at the moment.

The plan does NOT prioritise or set out a timetable for action – this will follow in the action plan. However, an indication of the broad timescales is given, short (up to 5 years), medium (between 5 and 10 years) or long-term (more than 10 years) has been included. This shows when potential benefits could be felt rather than when activity will begin. Not all activity can be carried out concurrently – nor will every step require equal resources or time commitment. Work will be sequenced over the life of the plan ensuring that it is ambitious yet achievable. Exact timescales are not yet established.

A detailed action plan and programme management arrangements are being developed and will be published separately from the well-being plan. The lead for each action will be allocated to one of the PSBs constituent members while other partners will be involved alongside people, organisations and networks who can bring the best range of insights, constructive challenge, data and solutions to the PSB. This will ensure that activity is evidence-based and focused on achieving impact.

As details are developed they will focus on the impact on, and opportunities for different social groups, or those with protected characteristics. There will also be a focus on the particular localities where an activity needs to be targeted based on the locality profiles in the well-being assessment and further evidence. Our communities are diverse and each one is unique. The work that partners undertake will reflect this.

As the PSB moves into the next stage of work it will continue to utilise the ‘double diamond’ approach set out in the annex, and in particular:

- Explore further the root cause of the issues/challenges.
- Identify modelling that will help us to better understand challenges.
- Understanding future trends and what the anticipated trajectories will be for our services if systems continue as they are – and where we need to disrupt systems to make a real difference
- Understanding what a truly preventive agenda could look like and what it could achieve?
- Understanding the interdependencies of other agencies.
- Considering which of the steps need to take place across the whole county and which need to focus on particular geographical areas.
- Consider how to jointly resource the delivery of the steps.

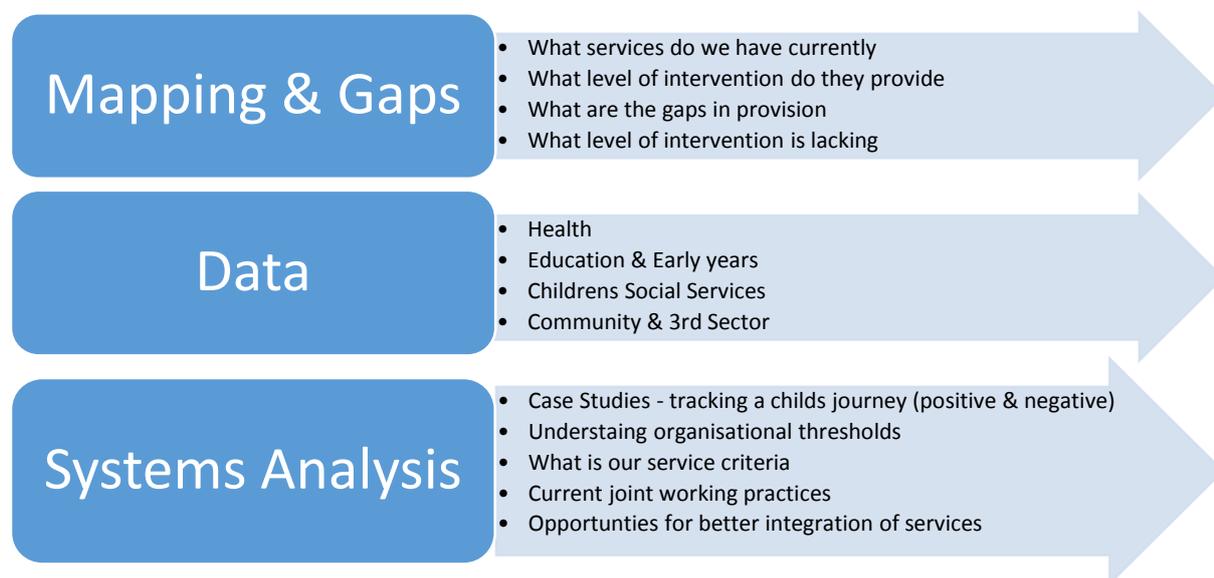
Developing the Action Plan Example - Children & Young Peoples Strategic Partnership

The Children & Young Peoples Strategic Partnership (CYPSP) are playing a lead role in the PSB objective of providing children & young people with the best possible start in life, and the steps identified within the objective, they have already started progressing the objective to develop a more detailed action plan for delivery.

There are a number of key areas where the CYPSP will have a role in addressing problems, stimulating action, influencing others and securing opportunities for improvements.

When exploring the well-being objective, the connection between the steps and the wide-ranging impacts of them was recognised. The Partnership agreed that the ‘emotional health & wellbeing’ step would make a sensible starting point, but that further work would be needed to scope this area in more detail, recognising the links between this and the other steps, and propose to the PSB what the Partnership might focus its time and energy on in the coming year.

Having explored the objective in more detail, and agreeing on the approach of applying an ‘emotional mental health and wellbeing’ lens to the challenge, the Partnership is exploring a scoping exercise to inform the action that will be required by the PSB. It is recognised that whilst there are excellent examples of good work taking place across Monmouthshire and that organisations have been trying to tackle these challenging issues for a number of years, there is further analysis required to understand why our approaches are not working as effectively as we need them to. In light of this, the CYPSP are proposing to develop an in-depth project plan to explore the following areas in more detail.



Once the full scope has been agreed, a detailed action plan will be developed, and ‘leads’ will be identified to further inform the actions required to progress the objective and the steps within it.

Working together 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 products and be globally responsible.

Evaluation and Review

The focus within 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 Gwent.

As the action plan is developed, careful thought will be given to how to measure whether the steps are improving well-being. These measures will be set out in the action plan.

National Indicators

The national indicators may also 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 (NO ₂) 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 personal well-being in communities through a resident survey carried out in January and February 2018. The survey provides a well-being score in three areas, Be, Do and Connect and helps people understand how to improve their well-being.

The results will help us to assess and evaluate well-being within Monmouthshire and allow well-being in Monmouthshire to be compared with other areas in Gwent. It can also be used to inform local decision making including the development of the action plan.

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.

Conclusion

The Well-being of Future Generations Act is a significant step towards delivering sustainable public services in Wales which improve social, economic, environmental and cultural well-being. The potential to really make a difference to the lives of people living in Monmouthshire is huge.

Monmouthshire's Public Service Board are excited about the opportunity to work in a collaborative way, planning for the long-term and listening to the voices of the people who live and work in our county. We need to work together in a more joined up and holistic way by acting now to prevent problems being handed down to our future generations.

Building sustainable, resilient communities in Monmouthshire will not be a quick process, but the Well-being Assessment and Well-being Plan are significant milestones on the journey towards becoming more sustainable. The next stage will be to develop the detailed action plan which will set out clear actions and commitments for partners and organisations to take the next steps on this journey.