



# Well-being Objectives and Statement – Annual Report 2017/18



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## Version Control

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<b>Title</b>	Well-being Objectives and statement – Annual report 2017/18
<b>Purpose</b>	<p>To assess our progress and performance in 2017/18 and evaluate how well we have done to help citizens hold us to account on our performance.</p> <p>This plan meets the council's responsibility under the Well-being of Future Generations (Wales) Act 2015 to report on the progress it has made in meeting its well-being objectives for the preceding financial year (2017/18)</p> <p>This plan also meets the council's responsibility to review its Improvement Objectives and assess its performance in the previous financial year in line with the Local Government (Wales) Measure 2009 and shows how the council is delivering the 7 aspects of improvement.</p>
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## Introduction

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Welcome to the **Monmouthshire County Council Well-being Objectives and Statement – Annual Report 2017/18**. This is the first report we have prepared of this kind and sets out the progress we have made towards achieving our objectives so far. Over the coming years, the shape of public services in Wales is likely to change significantly. Influenced by two very significant pieces of Welsh legislation, The Well-being of



Future Generations Act and The Social Services and Well-being Act, public services need to think more about the long-term, work better with people and communities, look to prevent problems before they arise, and take a more joined-up approach.

The Future Generations Act is changing the way in which we plan, encouraging us to look much more to the future. Reducing budgets, increasing demands and higher public expectations means that we must change our approach to delivering public services. We have launched a programme called 'Future Monmouthshire', which looks at balancing short-term needs with our responsibilities to think about some of the big challenges facing our county in the future.

The well-being objectives detailed in this report were set in March 2017 informed by the Public Service Board's [Well-being Assessment](#), which provided information about Monmouthshire, its people and environment. This report provides an evaluation of the progress we have made to date to deliver these objectives.

As a member of the Public Service Board (PSB), we are also working with other public services and the voluntary sector on the delivery of the local well-being plan. This includes countywide well-being objectives that are a focus for public services that are part of the PSB in the area, these are related but separate from the objectives detailed in this report that focus specifically on the council.

As always, your feedback is important to us and there is a short survey at the back of this report for you to provide your views. You will also find contact details if you wish to contact us directly about anything contained within the report.

## Our Purpose and Values

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Monmouthshire County Council ("the council") has a clear purpose. We shaped this in line with the goals and ambitions of our partners in other public services that are part of the Monmouthshire Public Service Board (PSB). The council's Corporate Plan, published in March 2018, provides direction and sets out the things we will be working on for the next four years, taking us up to the end of the political term in 2022.

### Our Purpose

***We want to help build sustainable and resilient communities that support the well-being of current and future generations.***

This purpose is at the heart of everything we do to improve the economic, social, environmental and cultural well-being of Monmouthshire, and we share this with our partners as part of the PSB.

### Well-being Objectives and Statement 2017/18

The well-being objectives are at the heart of how we plan to improve the economic, social, environmental and cultural well-being of the county. In March 2017, full Council set Monmouthshire County Council's well-being objectives for 2017/18. These objectives were set just prior to local government elections in May 2017, in order to meet the legislative requirement under the Future Generations Act of approving and publishing well-being objectives by 31st March 2017. Due to the timing of the publication, the well-being objectives we set brought together the latest available evidence from the Monmouthshire well-being assessment, as well as policy and legislation, to set out how we will strive to deliver a public service that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Each objective set out the aim or goal of what we want to achieve, the rationale for choosing the objectives, the national well-being goals contributed to and an indication of the type of steps that will be taken to meet the objectives in the short, medium or long term.

In planning our services and taking action to meet our wellbeing objectives, we also considered and applied the following five ways of working in our decision making:

- Balancing short term needs with long term needs.
- Using an integrated approach, balancing social, economic and environmental needs.
- Involving others and taking their views into account.
- Working in collaboration with others.
- Putting resources into preventing problems

Following appointments made after the election, the development of the Council's Corporate Plan identified revised organisational goals for the council that superseded the well-being objectives set in March 2017. Despite these objectives being superseded by the Corporate Plan, it is important, and we have a duty, to report back on the progress we made in 2017/18 against the well-being objectives set in March 2017, which is the focus of this report.

## Our Corporate Plan

The council's Corporate Plan 2017-2022, available at [www.monmouthshire.gov.uk/improvement](http://www.monmouthshire.gov.uk/improvement), sets out the things we will be working on. The plan sets out five organisational goals, which also incorporates our well-being objectives, supported by 22 commitments to action we will take and the ways in which they will be measured in the run-up to 2022. The purpose and priorities set for Monmouthshire in the Corporate Plan also reflect our contribution to well-being objectives set for the county by the PSB well-being plan. The objectives for the county and the goals for the council are shown in the diagram below.



## How we have reviewed our 2017/18 Objectives

When we set our 2017/18 well-being objectives, we identified a clear framework for how we would evaluate the progress made, which we have applied in this plan.

The review takes account of the fact that the impact made by the objectives may not be clearly demonstrable over short timescales and has considered the extent to which:

- They have contributed to the achievement of the well-being goals,
- We are taking all reasonable steps to meet them,
- They remain consistent with the sustainable development principle.

The guidance for the Act is clear, we can decide when we want to review and/or amend one or more of the well-being objectives, providing the review considers the extent to which it maximises its contribution to the well-being goals, it is consistent with the five sustainable development principles, and it draws on the best possible evidence. The approval of the Corporate Plan 'A Monmouthshire that works for everyone', which sets five Organisational goals that the council will be working towards by 2022, supersedes the council's well-being objectives set in March 2017.

Our progress against each well-being objective has been assessed on a scale of 1 to 6 based on the following principles and the evidence of progress and impact made contained in this plan:

Level	Definition	Description
<b>6</b>	Excellent	Excellent or outstanding – All performance measures have achieved the target set and all actions have been delivered.
<b>5</b>	Very Good	Major strengths – A significant majority of actions and measures are on track. No more than one or two falling short.
<b>4</b>	Good	Important strengths with some areas for improvement – The weight of evidence shows that the successes are greater than the areas that have not been achieved.
<b>3</b>	Adequate	Strengths just outweigh weaknesses – The evidence of success marginally outweighs areas that are not on track. Some actions are behind schedule and some measures are falling short of planned targets.
<b>2</b>	Weak	Important weaknesses – The majority of measures and actions have not been achieved.
<b>1</b>	Unsatisfactory	Major weakness – In most areas performance is assessed as moving in the wrong direction and the vast majority of actions have not been delivered

## Wellbeing Objectives template explained

<b>Wellbeing Objective: This sets the aim or goal of what we want to achieve over the medium term. The activity set out below will contribute to this.</b>	
<b>Why we chose this?</b>	
This describes the reason why we have chosen to focus our time and resource on this objective.	
<b>Contribution of the wellbeing objective to the wellbeing goals</b>	
This identifies which of the well-being goals the objective will contribute to achieving: a prosperous Wales, a resilient Wales, a healthier Wales, a more equal Wales, a Wales of Cohesive Communities, a Wales of vibrant culture and thriving Welsh Language, a globally responsible Wales.	
<b>Summary of contribution to the wellbeing goals and consideration of sustainability principle</b>	
This outlines the considerations that have been made to the goals and ways of working under the WFG Act.	
<b>What progress have we made?</b>	
This sets the area of focus we planned to take that will contribute to delivering the objective set.	This describes the progress we have made in delivering the area of activity. This takes account of the longer-term focus of some of the activity to address opportunities and challenges identified in the Monmouthshire well-being assessment and as a result, the impact made by some activity may not be clearly demonstrable over short timescales.
<b>Overview</b>	This summarises the score using the evaluation criteria set, based on the evidence of our progress in the year
<b>Performance Indicators progress</b>	
The long-term nature of the well-being objectives means that performance can be hard to measure in the short-term, with potential benefits not being seen for many years. However, this section provides an understanding of key performance information for some objectives that can be quantified now. These sometimes relate to more than one of our actions and focus quantifying progress towards the objective as a whole.	
<b>Future actions in our Corporate Plan 2017-2022</b>	
The Corporate Plan 2017/2022 includes a number of programmes of work that the council is committed to deliver by 2022. This section identifies the programmes of work in the corporate plan that will further progress the activity from this objective.	



## Objective 1: Provide children and young people with the best possible start in life to help them achieve better outcomes

### Why we chose this?

The first thousand days of a child's life, from conception to their second birthday, has a significant impact on their outcomes and those of future generations. Adverse childhood experiences have a negative impact on people's long-term health and economic prospects, and can be perpetuated through the generations. Increasing healthy behaviours in these stages of a child's life will improve their life chances and there is a role for the council, working in partnership with others, to address this.

A fifth of children in the county are overweight or obese by the age of five with an estimated one hundred classrooms of obese children in the county.

High levels of attainment in our schools can mask variations in different areas, with evidence of strong links between poverty and lower attainment. A further challenge is whether young people are being equipped with the skills for a changing job market, influenced by globalisation and automation with global student assessment Pisa results show that children in Wales can lag behind those in other developed nations.

### Contribution of the wellbeing objective to the wellbeing goals

Prosperous Wales

Healthier Wales

More equal Wales

Vibrant culture and thriving welsh language

### Summary of contribution to the wellbeing goals and consideration of sustainability principle


Under the Wellbeing of Future Generations Act (WFGA) we have a responsibility to consider our actions in the long-term. Ensuring our young people of today have the best possible start in life will give them the best opportunity to achieve success in their adult life. Integration with the Well Being goals was key when considering the objectives, and working to develop and improve childhood experience is important in creating a more equal Wales, where people are able to fulfil their potential, irrespective of their background or circumstances. This will also assist in creating a healthier Wales, with better physical and mental wellbeing and a more prosperous Wales, with skilled individuals working to increase wealth and opportunities. Involvement of people with an interest in achieving this objective came in the form of the PSB well-being assessment consultation. A focus was made to ensure young people were engaged as part of the 1600 individuals from around Monmouthshire that were asked what they liked and what could be improved in the area. The results were used to inform the four wellbeing objectives identified in the plan. Prevention is at the heart of this objective. Identifying potentially adverse childhood experiences as early as possible will contribute to improving their life chances.

### What progress have we made?

<p>Development of the Team Around the Family service (TAF)</p>	<p>In December 2017, Cabinet approved the realignment of the Team Around the Family service as part of the wider structure of family support services. TAF aims to provide families with a coordinated care plan offering multi-agency support to suit specific needs highlighted by the family. The TAF structure consists of the parent(s), a TAF worker and any other appropriate professionals who are involved in the child's life, or who would be able to provide a service to the family. This proposal realigned the activity of the TAF team so that the team focusses more on working directly with vulnerable families on the cusp of statutory intervention to prevent them requiring statutory support. The team deliver brief interventions that are outcome focussed around what matters to children and families in line with the Social Services and Well-being Act.</p> <p>The TAF team has been refocussed, retrained and re-branded as the Building Strong Families Team. Alongside this, an integrated referral pathway and Early Help Panel has been established to allow referrals to be received from services and individuals including schools, social services and GPs, which are allocated to one of a range of early help and preventative services.</p> <p>Working in this way is intended to reduce duplication and enables families to get the right help first time working on a 'no bounce' principle to stop referrals being refused and referrers being redirected to other services. This model has already streamlined the referral process, duplication and double handling of referrals has been reduced and the model has enabled the Primary Care Mental Health Service Pilot to begin, meaning that young people in Monmouthshire have been able to access additional services.</p>
<p>Improving educational attainment at all key stages. Equipping learners with opportunities, skills and behaviours needed to realise their potential</p>	<p>Exam results from the summer of 2017 (2016/17 academic year) show:</p> <p><i>Foundation Phase</i></p> <p>Monmouthshire schools have successfully implemented the revised Foundation Phase framework, consistently improved outcomes and maintained Monmouthshire's position as one of the highest performing local authorities. Monmouthshire's score at the Foundation phase indicator rose by 2.1 percentage points (pp) in 2017 to 93.8%. The performance of Free School Meal (FSM) pupils has increased through targeted intervention and tracking. As a result, the attainment gap between FSM and non-FSM pupils at the Foundation Phase has narrowed to 9.9pp in 2017 from 17.3pp in 2016.</p> <p><i>Key stage 2</i></p> <p>2017 saw a slight decline in performance and ranking at key stage 2. In the Key Stage 2 Core subject indicator, Monmouthshire's performance declined by 0.9pp in 2017 to 93.2%. In terms of local authority rankings, Monmouthshire has dropped from 1st to 2nd</p>

	<p>place in 2017, having been the highest performing local authority for the previous 2 years. The attainment gap between FSM and non-FSM pupils widened slightly by 0.6pp to 10.2 in 2017, the 2<sup>nd</sup> lowest score achieved within the last 4 years.</p> <p><i>Key stage 3</i></p> <p>There has been an improving five-year trend in performance level 5+ at the end of key stage 3 and as a result, Monmouthshire is now amongst the highest performing for all key indicators for the first time during that period. During this time, schools have systematically developed and implemented effective cluster working between the secondary school and feeder primary schools. At 92.7%, performance in the Key stage 3 Core subject indicator in 2017 continues the improving trend of the last five years and Monmouthshire is ranked 2<sup>nd</sup> in Wales. The attainment gap between FSM and non-FSM pupils in 2017 has narrowed from 21.5pp to 18.8pp. NB. Attainment rates in primary schools are not maintained through key stages 3 and 4.</p> <p><i>Key stage 4</i></p> <p>2017 saw the first tranche of new examinations and accountability measures introduced in Wales. There is no direct comparability from results in 2017 to previous years. 67% of pupils in Monmouthshire achieved the Key Stage 4 Level 2 inclusive of English/Welsh first language and mathematics indicator, the highest of any local authority in Wales. The FSM/non FSM pupil attainment gap has fluctuated over the last few years and widened in 2017 for this indicator from a 41.2pp gap in 2016 to a 43.8pp gap, above the Wales average of 32.3pp.</p> <p>The percentage of pupils known not to be in education, training or employment (NEET) measured by Careers Wales for year 11 leavers shows that the rate in Monmouthshire in 2017 has dropped by 0.6 percentage points to 1.4%, with the Welsh average being 1.6%.</p> <p>Well-being is critical to allowing our learners to succeed and maximise the benefits of teaching and learning on offer. All of Monmouthshire's schools are significantly investing in wellbeing support for their learners. A key part of this is the development of Emotional Literacy Support Assistants (ELSA); a programme of development led by the council's Educational Psychologists.</p>
Partnership working to address Adverse Childhood Experiences (ACEs)	<p>Monmouthshire PSB have approved their well-being plan and objectives. One of the steps under the "Provide children and young people with the best possible start in life" objective is tackling the causes of ACEs and the perpetuation of generational problems in families. The PSB is currently developing the action it will take to address the step with involvement from a range of partners. This will link with work being developed as part of the Area Plan under the Social Services and Well-Being Act which sets out the high-level outcomes and priorities for regional working across health, social care and the third sector, and include a focus on factors related to ACE's</p>

	<p>The response to this in Monmouthshire requires further evaluation and coordination with a range of partners, to develop a long-term approach taking account of the complexity of issues involved. This work will help shape the council's response and role it plays with partners to address Adverse Childhood Experiences. Existing partnership work being undertaken to address Adverse Childhood Experiences include the work of the Safer Monmouthshire Group and the Children &amp; Young Peoples Strategic Partnership.</p> <p>Safer Monmouthshire are currently exploring their priority areas of focus for the future, and how these contribute to/result in the causes of ACE's. This work is ongoing and links are being made between the wider community safety partners and social services safeguarding leads to explore the issues and challenges further.</p> <p>The Children &amp; Young Peoples Strategic Partnership have identified their priority areas, focussing on children's &amp; young people's mental health and resilience, in relation to tackling ACE's. Work is currently taking place, with wide partner input and engagement, to better understand the issues and current service provision, looking closely at the gaps in provision and how a more preventative approach can be taken to addressing the issue.</p>
Safeguard children to enable them to have effective life chances	<p>The council's Corporate Safeguarding Policy was approved by Council in July 2017 and covers duties for both children and adults at risk in line with the Social Services and Well Being (Wales) Act (2014). The policy is a mechanism to evaluate understanding, systems and training throughout the council and ensures that safeguarding is firmly placed as core to the business of the council.</p> <p>Progress against the council's safeguarding priorities is evaluated every six months and the priorities reflect the cornerstones for keeping people safe in Monmouthshire set out in Corporate Safeguarding Policy. The evaluative scores for each priority from March 2018 are shown in the "Safeguarding self-assessed evaluative scores" graph below. The evaluative report uses quantitative and qualitative measures, and case studies where appropriate, to highlight progress, areas for improvement and further development. It is based on our commitment that adults at risk and children will be supported and protected from harm and abuse. The report acknowledges that safeguarding is always a 'work in progress'. Constant vigilance is needed at all levels of leadership and operational delivery to ensure the right culture, policy, practice and measurement systems are in place to keep people safe.</p> <p>Wales Audit Office have previously issued statutory recommendations to the council in respect of safeguarding as part of their 'Safeguarding arrangements – Kerbcraft scheme' report in January 2017 and an action plan, monitoring and reporting arrangements, have been established. This was followed by a Wales Audit Office led inspection on safeguarding which took place in January 2018. The outcome of which will inform future safeguarding plans.</p>

<p>Delivering the Welsh in Education Strategic Plan</p>	<p>The council has produced a draft Welsh in Education Strategic Plan (WESP) 2017-2020 that was consulted on between November and December 2017. The plan sets out the council's vision and action plan for developing Welsh in Education within the County, working in partnership with other councils within the southeast Wales region and the Education Achievement Service for South East Wales (EAS). The plan includes actions on the potential expansion of Welsh medium primary and secondary education within the county. Following consultation with Welsh Government and the Monmouthshire Welsh Medium Education Forum the plan is being further developed to ensure it robustly develops Welsh in Education within the County and will then be subject to further consultation with these stakeholders.</p>
<p>Increasing opportunities for exercise and reducing obesity</p>	<p>The council plays a key role in the Creating an Active and Healthy Monmouthshire Partnership as part of the PSB. The PSB adopted childhood obesity as a priority and the partnership has led on the delivery framework coordinated by Public Health Wales to tackle it. The Monmouthshire Leisure and Sports Development Team have undertaken a variety of activities in 2017/18 in preschool, primary school, secondary school and in the community through initiatives such as Insport (disability sport provision), Playmaker Programme, the Monmouthshire Games, the Daily Mile, 5x60 provision, community club support, community club investment, coach education and the Girls Can programme.</p> <p>The relationship the Sport Development team has developed with primary schools in particular has seen a significant impact on wellbeing for children across the authority. Four educational programmes have been established with opportunities in both foundation phase and Key Stage 2. This has been supported by attendance in excess of 2,500 during year 3-6 sports festivals linked to community provision for sustained participation. Primary schools are also being supported with a wider offer including curriculum based health initiatives and after school clubs.</p> <p>During autumn/winter 2017/18, all year 5 pupils in the council's primary schools (941 children) took part in the Sports Leaders UK Playmaker award which focuses on communication, leadership, organisation and resilience. Following completion of the award, pupils have been encouraged to undertake further activities with the Sports Development Team focussing on physical and emotional well-being. There is a commitment to offer the Playmaker programme to future year five classes. The Sports Leaders UK Playmaker</p> <div data-bbox="1025 539 1973 691">  <p><b>Sophie Howe</b> @sophiehowe · Jan 17 Great to see this from @MonmouthshireCC leader @PeterFox61 Investing in physical activity teamwork and leadership skills for young people is investing in their future health and wellbeing @PaulMatthews67 @sport</p> </div>



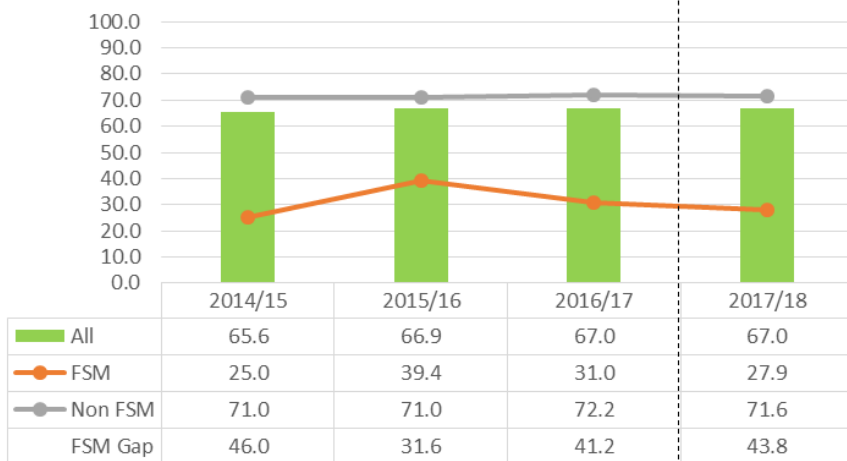
programme is very much in line with the aims of the Well-being of Future Generations (Wales) Act 2015 to support our young people to continue to grow into confident leaders and embed health and physical activity into the centre of their daily routine and lifestyle. This work is supported by the ongoing development of programmes such as the Young Ambassador's, Sport4Life Volunteer pathway and Secondary School Leadership Academies. The Child Measurement programme for Wales 2016/17 showed that 8% of children aged 4 to 5 in Monmouthshire are obese, the Welsh average was 12.4%.

## Overview

Based on the evidence above, this objective has been evaluated as a level 4 – good; important strengths with some areas for improvement

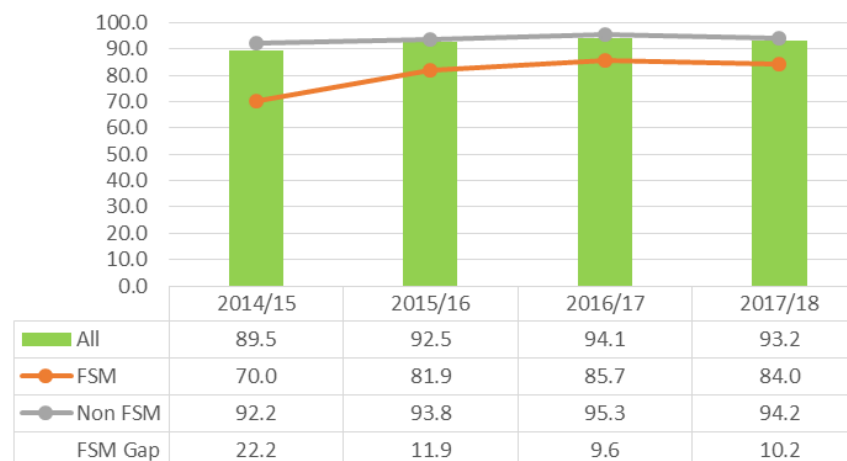
## Performance Indicators progress

% Pupils Achieving Key Stage 4 Level 2 inclusive



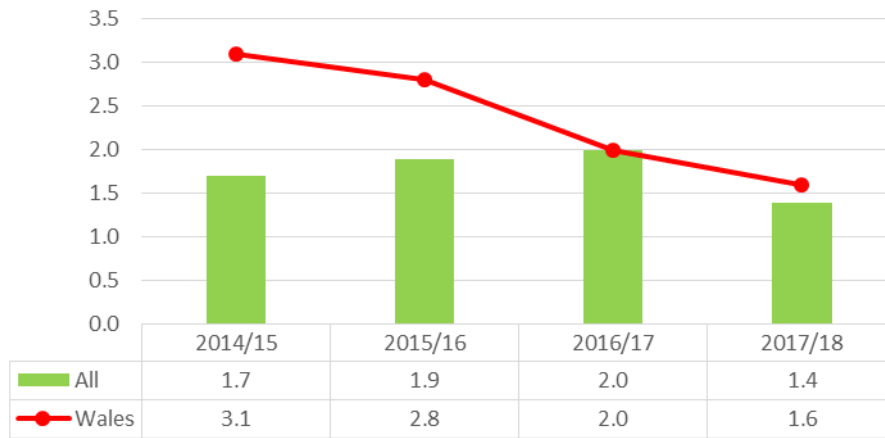
Percentage of pupils who have achieved the Key stage 4 "Level 2 threshold" including English or Welsh first language and Mathematics, including the gap between those who are eligible and are not eligible for free school meals. Years relate to previous academic year, for example 2017/18 relates to 2016/17 academic year. 2017/18, results from the academic year 2016/17, was the first year of new changes to the Level 2 inclusive indicator and the dotted line represents there is not direct comparability from 2017/18 to previous years.

% Pupils Achieving Key Stage 2 CSI



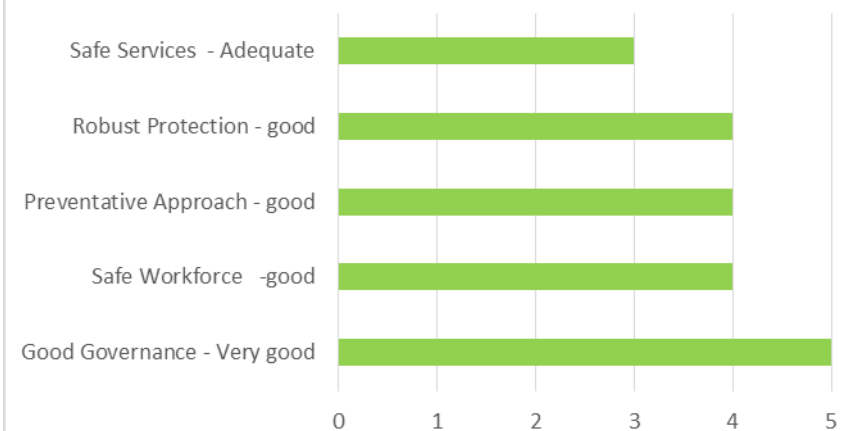
Percentage of pupils achieving the Key Stage 2 Core Subject Indicator including the gap between those who are eligible and are not eligible for free school meals. Years relate to previous academic year, for example 2017/18 relates to 2016/17 academic year.

Pupils known not to be in Education, Training or Employment



The graphs shows the percentage of pupils known not to be in education, training or employment (NEET) measured by Careers Wales for year 11 leavers

Safeguarding priorities self-assessed evaluative scores - March 2018



Progress against the council's safeguarding priorities is evaluated every six months and the priorities reflect the cornerstones for keeping people safe in Monmouthshire set out in Corporate Safeguarding Policy. The graph shows the safeguarding self-assessed evaluative scores from March 2018, the scale ranges from level 1 "Unsatisfactory" to level 6 "Excellent"

#### Future actions in our Corporate Plan 2017-2022

The Corporate Plan 2017/2022 includes a number of programmes of work that the council is committed to deliver by 2022. The programmes of work identified in the corporate plan that will further progress the activity from this objective include:

- A best Possible start in life:
- 1) the council invests in future schools
  - 2) the council has a plan for raising standards in schools
  - 4) the council implements a model of early intervention and prevention for children and families
  - 5) the council ensures permanent accommodation and support for looked-after children
- Lifelong well-being:
- 18) the council boosts leisure, recreation and wellbeing

## Objective 2: Maximise the potential in our communities to improve well-being for people throughout their life course

### Why we chose this?

Monmouthshire has an ageing population with the number of over 85s set to increase by 186% in the next 25 years. This creates challenges but also brings many opportunities. Public services cannot continue to meet needs in the same way yet Monmouthshire has high levels of volunteering and social capital. By taking an asset and place-based approach, there is an opportunity to improve well-being within communities while reducing the future demand on public services by keeping people well for longer.

### Contribution of the wellbeing objective to the wellbeing goals


Prosperous Wales  
Resilient Wales  
Healthier Wales  
More equal Wales  
Wales of cohesive communities

### Summary of contribution to the wellbeing goals and consideration of sustainability principle

There is a heavy focus on long-term planning in this objective. Ensuring there is support available at all stages of an individual's life is essential in ensuring they are healthier, both physically and mentally. Providing that support in a way that reduces the demand on public services means that the limited resources available can be used to best effect. Not only does volunteering help to create a healthier Wales, it also contributes to creating a Wales of cohesive communities. A culture of co-production allows communities to feel empowered and creates a sense of belonging. This objective is essential for the integration of the council's commitment to the wellbeing objectives, and to the sense of involvement for people in the area to be able to contribute to the achievement of the objective.

### What progress have we made?

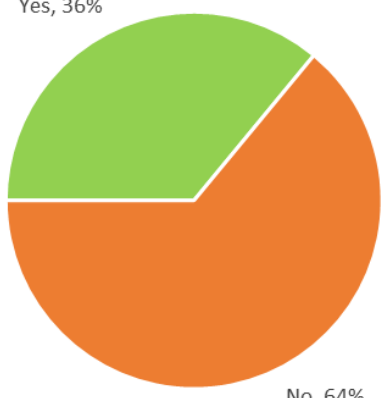
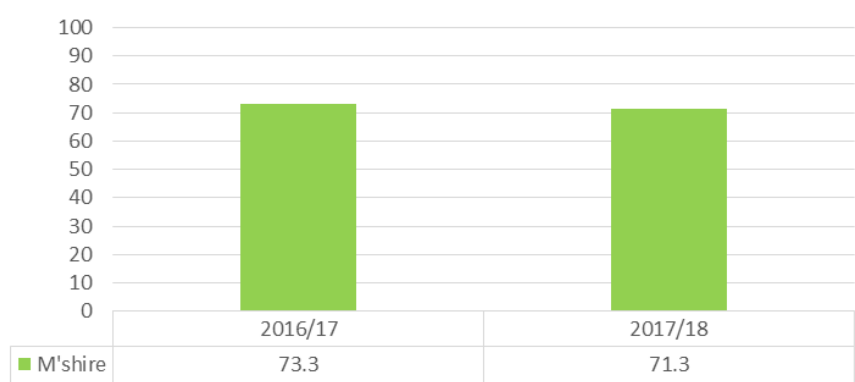
Transformation of adult social care	<p>Domiciliary care or care at home is the single largest area of care and support that the council offers. In 2016/17 the total gross spend across older adults social services was £20million; a significant proportion (33%) of this was spent on care at home for older people. There is a growing acknowledgement across the sector that the traditional model of time allocated slots to provide personal care tasks is broken.</p> <p>Adult social services have embarked upon a programme looking at a transformational approach to the delivery of care at home in a review called 'Turning the World Upside Down'. The review has followed a creative, co-produced approach and has</p>
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	<p>proposed a new model for the provision of care at home that is being finalised for a decision on whether to be adopted. The proposed model has given consideration to the responsibility under the Social Services and Well-being Act and Future Generations Act and moves away from an approach which is focused merely on time-and-task of personal care support. It seeks to support people in a sustainable way to achieve personal outcomes, which may include pursuing social, recreational and cultural interests. This should facilitate people to build upon their strengths and lead to improved personal outcomes for the people supported to achieve what matters to them and maximise their sense of well-being. The model also develops a very different relationship between commissioners and providers of services; working towards a shared aspiration of better outcomes for individuals.</p>
<p>A County That Serves volunteering programme;</p>	<p>Monmouthshire, A County That Serves (ACTS) is a council run volunteering programme, created to help highlight and support volunteering opportunities available within the county.</p> <p>A Digital Volunteer Management System, the Volunteer Kinetic platform, has been implemented for volunteer safe recruitment, communication, capturing outcomes and publicity of opportunities. This represents a channel shift and a cultural change in the way we support volunteers in Monmouthshire. Volunteer Kinetic will improve the volunteering experience and enhance the communication with our volunteers. Wales Council for Voluntary Action (WCVA) is also rolling this out across Wales so our system aligns with the national volunteering picture. Volunteer Kinetic now captures the hours that our volunteers give.</p> <div data-bbox="994 782 1960 1300">  </div>

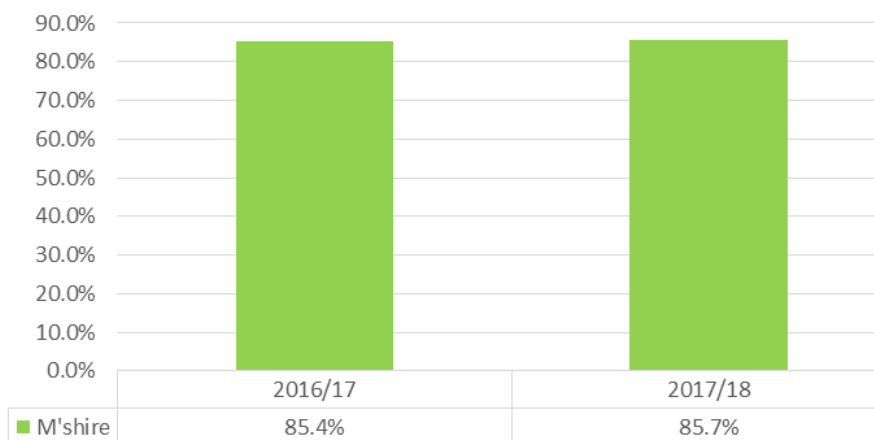
	<p>In November 2017, we implemented a new proportionate and enabling volunteering policy position. We believe recognition means different things for our volunteers. Each year we partner with Gwent Association of Voluntary Organisations (GAVO) to deliver the Monmouthshire Volunteer Achievement Awards. Also on a local level, we provide informal recognition and thank you events for our volunteers.</p>
Developing a community leadership academy	<p>Funded through the Rural Development Plan, the 'Be. Community Programme' (formerly the Community Leadership Academy) is designed to increase the participation and quality of community leadership. The programme provides a suite of training and personal development opportunities at low or no cost to people who give their own time to support their communities. The Academy has the dual benefit of allowing individuals to develop their personal skill sets (with associated benefits for employment and the local economy), whilst also bringing about benefits for the wider community by enhancing the quality of community leadership.</p> <p>Progress to date include:</p> <ul style="list-style-type: none"> <li>- Partnering with Bridges Community Centre who are sharing their skills by delivering Inspiring Evaluation training.</li> <li>- A community volunteer with extensive experience in Health and Safety has kindly developed a course for volunteers leading groups, dispelling the myths and adopting a practical approach to risk management. Another community volunteer has offered to share their skills, knowledge and experience in using social media. The course and associated information is targeted at volunteers looking to develop skills in marketing and community engagement.</li> <li>- Working to link like-minded volunteers with others to increase networks, for example one area of success has been local promotion of events. By linking new ambitious groups with established and experienced individuals, benefits have been evidenced on both sides.</li> <li>- A focus on courses for volunteers around wellbeing, these have been well attended and been tried in new geographical areas.</li> <li>- A promotion campaign through the council tax leaflet, which went out to 44,000 homes, to promote the programme and opportunities to get involved in the community.</li> <li>- 87 people have accessed the online learning section of the programme, we will look to increase the content and publicity as feedback has been positive.</li> </ul> <p>We are currently planning a bespoke support package for volunteer groups exploring Community Asset Transfers and relationships with private sector organisations. We are planning this with community leaders, our colleagues in GAVO and using learning from other areas. This will be piloted in the coming months.</p>



<p>Developing clearer support for groups interested in developing local solutions</p>	<p>The review of community governance established the need to understand the Authority's level and type of community engagement and its direct relationship to how local needs and solutions are identified, developed and delivered in the context of the role of local decision making by Area Committees. The review led to the decision to merge the previous Whole Place and Strategic Partnership Teams into a single Partnership and Community Development Team. This ensures alignment between strategic intent and the work that the council does with local groups to enable a focus on building sustainable and resilient communities.</p> <p>The objectives of the Community and Partnership Development Team are to act as enablers, working with our communities and partners to enable them to realise their full potential through the identification and achievement of common goals. By taking a hybrid approach using collective, asset and place based methodologies, the team will identify opportunities to improve well-being within our communities to reduce demand on the county's public services by keeping people well for longer. In addition, through the council's Social Justice Strategy, specific activities will target pockets of inequality between and within communities, seeking to address issues of isolation and poverty through sustainable regeneration activities.</p> <p>An example of the work undertaken so far includes the development of a multi-agency approach to tackle loneliness and isolation across the life course. An evidence based approach to 'what works' and 'what we know' will be used to inform partners thinking and unlock opportunities for a multi-agency collaborative approach to the challenges around social and emotional loneliness and isolation. This work is in the very early stages of developing a draft plan of action. Early iterations of the draft plan have been progressing through the Ageing Well Partnership, and discussions are taking place with the Integrated Youth Offer partnership to explore how we can galvanise our youth support services and wider communities to help address this issue for children &amp; families across the county.</p>
<p>Improving community governance arrangements</p>	<p>A community governance review has been completed. The review examined local decision making within Area Committees and the level and type of community engagement and the extent to which this facilitates effective involvement. The review identified the need to consider new arrangements for area committees. Bryn y Cwm Area Committee was subsequently identified as a pilot and would act as the primary mechanism for influencing decisions in the locality. A temporary arrangement to the council's constitution has given voting rights to non-county council members of this committee. When operating effectively area committees should be able to exert influence at the interface between strategic and local decision-making ensuring that resources are directed to local priorities. Other areas are served by a cluster arrangement with a member of</p>

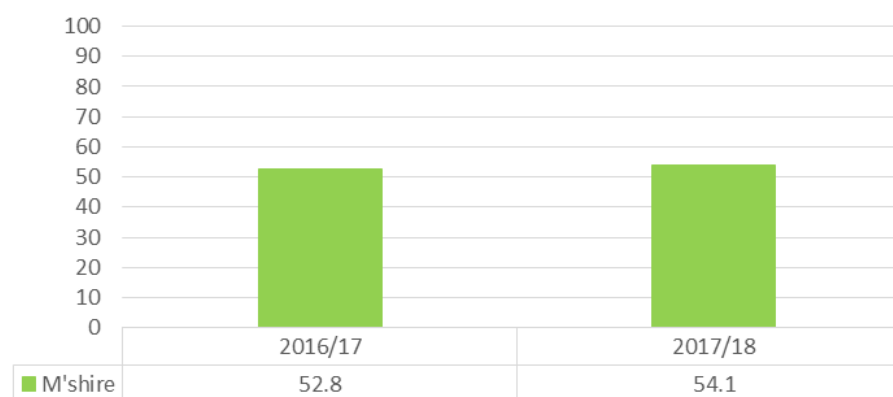
	<p>Senior Leadership team aligned to each cluster. The review also led to a decision to merge the previous Whole Place and Strategic Partnership Teams into a single Partnership and Community Development Team.</p> <p>The review will look to strengthen arrangements and perception amongst local people that they are able to influence decisions in their local area and participate in local democracy. Latest data from the National Survey for Wales in 2016 /17 shows 23% of people feel able to influence decisions affecting their local area.</p>
<b>Overview</b>	Based on the evidence above, this objective has been evaluated as a level 4 – good; important strengths with some areas for improvement
<b>Performance Indicators progress</b>	
<p>% People in Monmouthshire who volunteer - 2016/17</p>  <p>Percentage of respondents in Monmouthshire to the National Survey for Wales who said they volunteer</p>	<p>% of adults who completed a period of reablement and have no package of care and support 6 months later</p>  <p>Reablement provides intensive short-term interventions aiming to restore people to independence following a crisis. The intention is to avoid or reduce hospital admissions by intensively supporting people at home. The graph shows the percentage of adults who completed a period of reablement who have no package of care and support 6 months later</p>

% of adults receiving care and support who are happy with the care and support



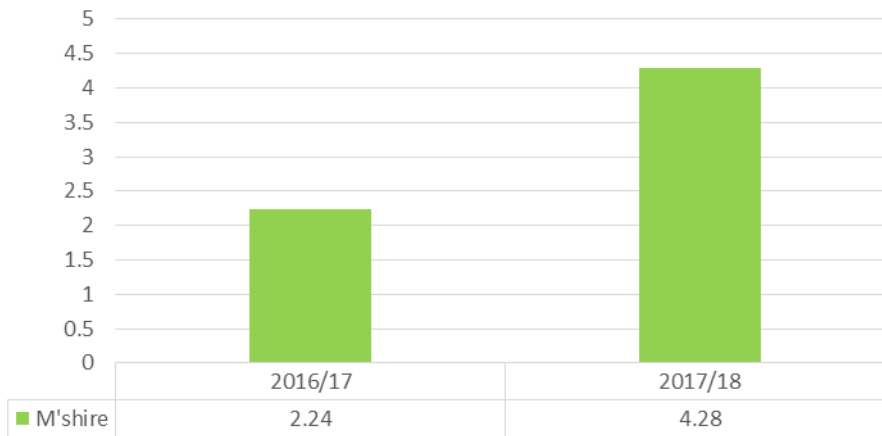
Each year we send questionnaires to adults receiving care and support asking their views on the care provided. The responses to these questionnaires received in 2017/18 tell us the proportion of adult service users who are happy with their care and support. This will be an important measure to monitor as services such as care at home transform.

% of adults receiving care and support who felt they can do the things that are important to them



Each year we send questionnaires to adults receiving care and support asking their views on the care provided. The responses to these questionnaires received in 2017/18 tell us the proportion of adult service users who felt they could do the things that were important to them.

The rate of delayed transfers of care for social care reasons per 1,000 population (aged 75+)



Delayed transfers of care are delays in providing social care that result in longer than necessary hospital stays. The graph shows the rate of patients aged 75 or over who were delayed for social care reasons per 1,000 population aged 75+. During 2017/18 there were 43 actual delays relating to 38 people, as some people were delayed for more than one period; this is a significant increase compared with 22 in the previous year. Whilst it is important to note that this is a small proportion of the discharges supported by the council, every delay in a transfer of care means someone is not getting the right care for them. The majority of delays in hospital in 2017/18 were while waiting for a new home care package to be provided.

#### Future actions in our Corporate Plan 2017-2022

The Corporate Plan 2017/2022 includes a number of programmes of work that the council is committed to deliver by 2022. The programmes of work identified in the corporate plan that will further progress the activity from this objective include:

##### Lifelong well-being:

- 15) the council enables connected and caring communities supporting people to live independently
- 16) the council delivers on social justice, better prosperity and reducing inequality
- 17) the council enables better local services through supporting volunteers and social action

### Objective 3: Maximise the benefits of the natural and built environment for the well-being of current and future generations

#### Why we chose this?

Residents who responded to *Our Monmouthshire* engagement clearly emphasised the landscape and countryside as being of great value. The environment, both natural and built, is an asset that needs to be valued and protected for future generations, while also equally be accessible, promoted and enhanced for its contributions to culture, the economy, society, and health and well-being.

Our natural resources are also under many pressures including development, climate change, the need to produce energy and more. Managing our natural resources responsibly is essential to ensure our long-term well-being. We have a responsibility to continue to play our part in mitigating to prevent changes to our natural resources as well as adapting to protect our communities and infrastructure from the inevitable effects of change. We also have responsibilities under the Environment (Wales) Act 2016 to support Biodiversity and Ecosystem Resilience.

#### Contribution of the wellbeing objective to the wellbeing goals


Prosperous Wales  
Resilient Wales  
Healthier Wales  
Wales of cohesive communities  
Vibrant culture and thriving welsh language  
Globally responsible Wales

#### Summary of contribution to the wellbeing goals and consideration of sustainability principle

Our natural and built environment is key to achieving all of the wellbeing goals set by the future generations act. The area in which people live, work and visit contributes to their overall wellbeing and in Monmouthshire, this is a huge asset. A long-term approach to this objective is clearly essential to ensure the environment benefits generations to come. Creating a prosperous, healthy and resilient area for people to enjoy demands the integration of this objective as the environment within Monmouthshire forms such an important part of achieving a range of goals. Collaboration is required from partners within the PSB to maximise the potential of the environment within the county and to implement preventative measures to reduce any risks that may be posed.



<b>What progress have we made?</b>	
Implement the Biodiversity and Ecosystem Resilience Forward Plan	<p>Council approved a Biodiversity &amp; Resilient Ecosystems Forward Plan in March 2017 to comply with the requirements of the Environment Act (Wales) 2016 to plan the delivery of the enhanced Biodiversity and Resilience of Ecosystems Duty.</p> <p>Progress made on the plan in 2017/18 includes Developing the Green Infrastructure Management Plan strategy that will be applied across all countryside sites, this approach has commenced in Castle Meadows Abergavenny &amp; Caldicot Castle Country Park. Working with partners, we completed the submission of the stage 2 bid to the Heritage Lottery Fund for the Living Levels Landscape Partnership scheme. The Landscape Conservation Action Plan was submitted in late August and the Heritage Lottery Fund confirmed the stage 2 grant of £2.54M in December 2017.</p>
Maximising the benefits from Green Infrastructure	<p>Green infrastructure (GI) is a term used to refer to high quality natural and semi-natural areas, which together make a living network of green spaces, water and other environmental features in both urban and rural areas. The council has utilised the concept of GI in recent years, recognising the major contribution it can make towards solving a range of social, environmental and economic issues that is well established in Wales. In 2017/18, progress made includes securing GI Capital grant from Welsh Government to support practical work at Caldicot Castle Country Park and enable GI corridor improvements in Caldicot and the production of a countywide GI Strategy into 2018/19.</p>
Improving access to the countryside	<p>The Rights of Way Improvement Plan (RoWIP) is currently being reviewed and is the means by which The council identifies, prioritises and plans for improvements to the access available in the county. Significant changes have occurred since the publication of the current RoWIP, in terms of the way in which they are managed, funded and in legislation. There is now an even greater need to have clear, evidence-based and prioritised plan to target resources whilst giving the greatest public benefit by delivering across multiple policy areas and integrating with other services and partners.</p> <p>The scope of the new Improvement Plan should therefore encompass countryside access in its widest sense. Doing so will produce a holistic plan that is not only able to address the rights of way network, but also access to the natural environment, health benefits, biodiversity &amp; green infrastructure, sustainable transport (link to active travel plan), tourism and contribute to the council's wellbeing objectives and wider links. The assessment stage of the review is being completed.</p> <p>Practical improvements completed in 2017/18 include the Usk Valley Walk, Wales Coast Path &amp; Offa's Dyke National Trail. Funding was secured to improve visitor facilities at the Clydach Ironworks, which will contribute to better access to the Clydach Gorge during 2018/19.</p>

<p>Promoting tourism</p>	<p>In January 2018, Cabinet approved a revised Destination Management Plan (DMP) for Monmouthshire. The DMP establishes a clear framework for public, private and voluntary sector partnership working to address identified priorities and deliver year round sustainable tourism growth to maximise the economic, social, environmental and cultural benefits of tourism across all parts of the county.</p> <p>The DMP has been developed in consultation with stakeholders and is based on a review of development and marketing priorities to ensure they are fit for purpose and reflect the needs of Monmouthshire's businesses and communities, identifying the optimal areas on which to focus activity over the next three years. The revised DMP aims to grow tourism revenue in the county by 10% in real terms value (from 2015 base) across the year, across all parts of the County, based on high quality visitor experiences. To achieve this a number of objectives are identified including consolidating Food Capital of Wales status for Monmouthshire and Encouraging investment in the serviced accommodation sector.</p> <p>Latest figures for Monmouthshire from STEAM 2017 show that there were a total of 2.3 million tourist visitors in 2017, an increase of 1.1% from 2016. The total economic impact of tourism in Monmouthshire in 2017 was £204.43 million, an increase of nearly 5% from 2016.</p>
<p>Renewables &amp; Energy efficiency</p>	<div data-bbox="616 847 1429 1294" data-label="Image">  </div> <p>The council has developed a Solar farm on council-owned land in Crick that has the capacity to generate enough electricity to power around 1,400 homes; it will also save over 2,000 tonnes per year of CO2 by generating clean, renewable energy. During 2017/18 the solar farm generated 4,508 MWh despite unscheduled shut downs due to distribution network and other maintenance issues.</p> <p>Through its operation, the council remains committed to reducing its carbon footprint. In 2017/18, 1,585 tonnes of CO2 emissions were</p>

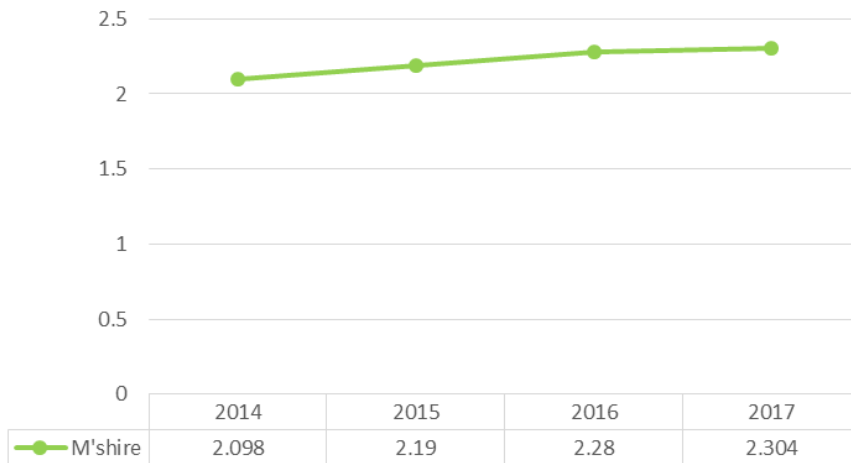
avoided through the solar farm electricity generation, offsetting approximately 42% of the council's emissions from electricity use, with further reductions achieved through other renewable energy installations and energy consumption reduction.

#### Overview

Based on the evidence above, this objective has been evaluated as a level 4 – good; important strengths with some areas for improvement

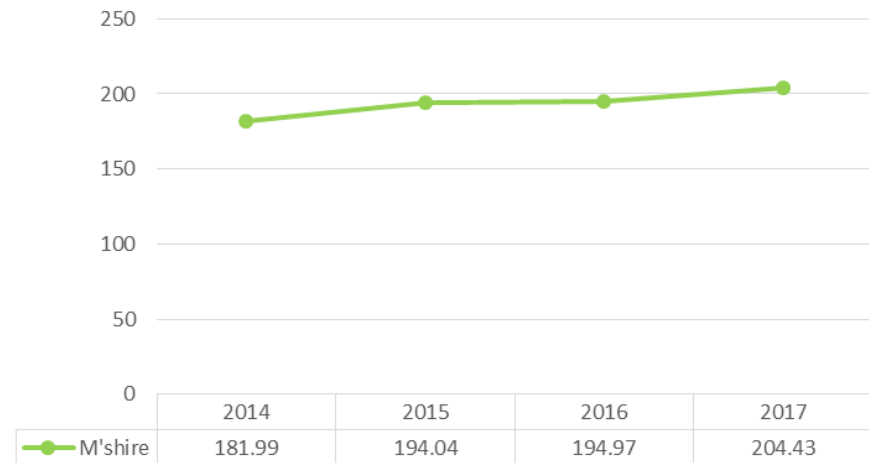
#### Performance Indicators progress

Total tourist visitor numbers (millions)



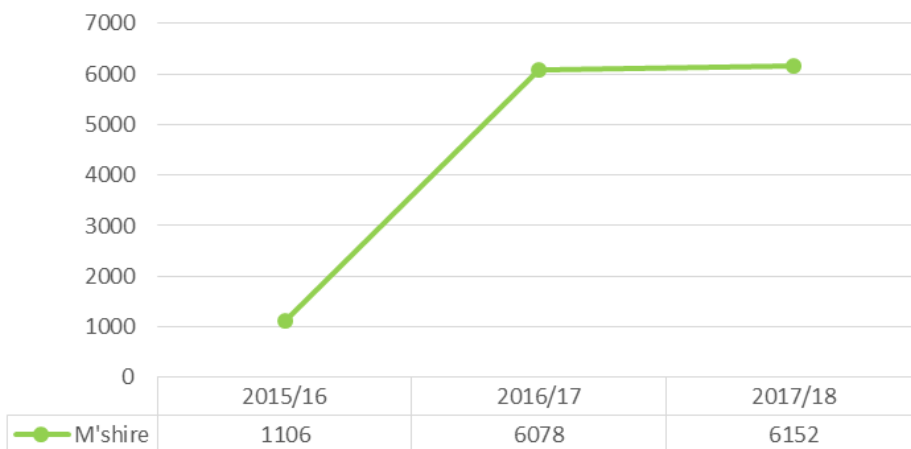
The graph shows the trend in total tourist visitor numbers in Monmouthshire

Total economic impact of tourism (£millions)



The graph shows the trend in the total economic impact of tourism in Monmouthshire

Capacity of renewable energy in the county driven by the council (kW)



The graph shows the trend in the capacity of renewable energy in the county driven by the council. The large increase in 2016/17 is due to the completion of the solar farm.

#### Future actions in our Corporate Plan 2017-2022

The Corporate Plan 2017/2022 includes a number of programmes of work, which the council is committed to deliver by 2022. The programmes of work identified in the corporate plan that will further progress the activity from this objective include:

Maximise the Potential of the natural and built environment

- 11) the council develops & delivers a sustainable plan for enhancing the local environment
- 12) the council produces 'green and clean' energy
- 14) the council enhances local heritage through community ownership and development of arts and cultural services.

## Objective 4: Develop opportunities for communities and businesses to ensure a well-connected and thriving county

### Why we chose this?

Monmouthshire is often perceived as an affluent county and many measures of the economic and labour market reflect this, although these headline measures mask some clear disparities, including wage levels available locally are low, property prices are high and many people commute out of the County to work. There are pockets of inequalities between and within communities, with factors causing poverty sometimes varying between urban and rural communities.

In order to enable the county to thrive we need to ensure there is sufficient transport infrastructure, housing and job opportunities available locally for people, particularly younger generations, to live and work in the county. We cannot do this alone and we cannot plan for Monmouthshire in isolation. We will need to work closely with private, public and third sector partners to plan for opportunities across South East Wales and beyond.

### Contribution of the wellbeing objective to the wellbeing goals

Prosperous Wales  
Resilient Wales  
Healthier Wales  
More equal Wales  
Wales of cohesive communities  
Globally responsible Wales

### Summary of contribution to the wellbeing goals and consideration of sustainability principle

The long-term view of this objective is clear; work needs to be done now to create opportunities for current generations, which will ensure further opportunities for the generations to come. Creating a prosperous Wales means developing a well-educated population, which is the focus of objective 1, but it also means providing employment opportunities and suitable infrastructure. This will require collaboration with local businesses and other organisations, and involvement from the local community to maximise the opportunities being presented. Considering the global wellbeing of Wales is also important and this objective integrates heavily into this goal to ensure decisions are made with future generations in mind.



### What progress have we made?

Cardiff Capital Region (CCR)  
City Deal & South Wales  
Metro scheme

The council has approved the Cardiff Capital Region Five-Year strategic Business Plan, which has been formally approved by the members of all 10 local authority partners.

The Business Plan is the next step in achieving the long-term objectives, outlining the required actions and outcomes of the CCR City Deal, and how the 'Wider Investment Fund' will be used over the next five years to drive the actions forward. The agreement with the UK Government and Welsh Government provides £1.2 billion of which £734m is allocated to the Metro, with the balance of £495m being made available as the 'Wider Investment Fund'. This provides funding to support schemes that will stimulate the economic growth of the region.

The plan specifies the regional strategic objectives of the CCR City Deal, which are:

1. Prosperity and Opportunity - Building the capacity of individuals, households, public sector and businesses to meet challenges and grasp opportunity, creating a more productive economy
2. Inclusion and Equality - A vibrant and sustainable economy which contributes to the well-being and quality of life of the people and communities in the region now and in the future
3. Identity, Culture, Community and Sustainability - Forging a clear identity and strong reputation as a City Region for trade, innovation, and quality of life



	<p>To ensure the right investments are made to achieve significant economic growth, the CCR City Deal has set a small number of key targets. These include the creation of 25,000 new jobs by 2036, and leveraging £4 billion of private sector investment as a result of the £1.2bn public sector investment.</p> <p>The Regional Cabinet of the 10 local authorities' leaders have agreed two significant investments already. In May 2017, the Cabinet agreed to invest £37.9 million to support the development of a compound semiconductor industry cluster in the region.</p> <p>The project is expected to leverage up to £375 million of private sector investment over the next five years, and the creation of up to 2,000 high value, high-tech jobs, with the potential for hundreds more in the wider supply chain and cluster development. In January 2018, the Cabinet agreed to commit £40 million to support in principle the £180 million Metro Central Development, a project that will deliver a new central transport interchange at the heart of Cardiff's city centre Core Employment Zone.</p>
Increasing the land supply for homes and businesses	<p>Several key Local Development Plan policy indicator targets and monitoring outcomes relating to housing provision are not currently being achieved, including new dwelling completions and affordable dwelling completions. The latest Monmouthshire Joint Housing Land Availability Study (JHLAS) for 2017/18 demonstrates that the County had 3.9 years housing land. This is the third consecutive year that the land supply has fallen below the 5-year target.</p> <p>In March 2018, Council approved work to commence on a new Local Development Plan (LDP) for Monmouthshire. The recommendations in the report to Council ensure Monmouthshire maintains statutory Development Plan coverage to shape and manage development proposals, allows the council and our communities to review future growth options and their relationship with the pressing challenges and opportunities before us, such as our demography, affordability and availability of housing, economic growth and our role in the wider region.</p>
Broadband improvements	<p>There have been improvements to the number of businesses now able to access superfast broadband, which presents them with further opportunities. However over 20% of premises remain without sufficient broadband provision. The council has continued to work with Welsh Government to support access to Superfast Cymru Two and is one of two local authorities represented on the Advisory Panel. The council has also continued to promote the Access Broadband Cymru scheme for areas outside the superfast Cymru roll out area. UK Government funding is now available to give small businesses access to full</p>

	<p>fibre broadband with the potential to radically improve digital infrastructure in the county with businesses able to apply for vouchers of up to £3000 each to cover the cost of connection.</p> <p>We continue to undertake digital connectivity pilots through the Rural Development Programme and Rural Community Development Fund. For example, the TV white space project has been approved to investigate and trial a newly available broadband technology known as television “white space” in digitally deprived areas and through funding secured via the Rural Community Development Fund, digital connectivity in community hubs is being trialled by focusing on four villages within the Llanover ward.</p> <p>In March 2018, it was announced that Monmouthshire would be one of three locations to benefit from £2m for funding to trial the use of 5G technology acting as a testbed to bring world-class digital infrastructure to Monmouthshire.</p>
Improvements to rural transport	<p>The council commissioned a study through the Rural Development Plan to understand the dynamics of rural transport in the Vale of Usk region and to develop suitable recommendations to solve the issues uncovered. The <a href="#">report</a>, completed in March 2018, identifies the challenges and opportunities for addressing transport and access and makes recommendations on potential measures to take forward.</p> <p>The council has been successful in a bid to the GovTech challenge to be allocated up to £1.25 million of Cabinet Office funding to encourage technology firms to develop and pilot solutions to isolation and limited rural transport in our communities. We will launch a competition here in Monmouthshire in July 2018 using the Small Business Research Initiative approach that our councillors explored as part of a member seminar on innovative procurement approaches. Five pots of £50,000 are being made available to firms to develop prototypes for us. The best solutions can be awarded up to £1 million to go from prototype to fully operational if it can successfully demonstrate how technology can reduce loneliness and increase peoples’ ability to travel in rural areas.</p>
Attracting new industries to increase wage levels to bring people out of poverty and narrow the gender pay differential; Schemes to address rural poverty	<p>Monmouthshire Business and Enterprise and Partners have continued to advise and support pre-start and existing businesses and potential inward investors. During 2017/18 advice &amp; support has been provided to 63 businesses.</p> <p>In May 2018, Cabinet agreed the council’s Social Justice Strategy, which demonstrates the council’s commitment to address inequalities and improve outcomes for the county’s people and communities. It establishes the council’s purpose, intentions</p>

and activities for the next four years and sets targets to place social justice at the forefront of its actions. This includes programs of work related to:

- Give Children The Best Start In Life, Overcoming Barriers to Attainment And Opportunity
- To Overcome Inequalities In Access To Economic Prosperity
- Tackle The Scourge Of Loneliness And Isolation

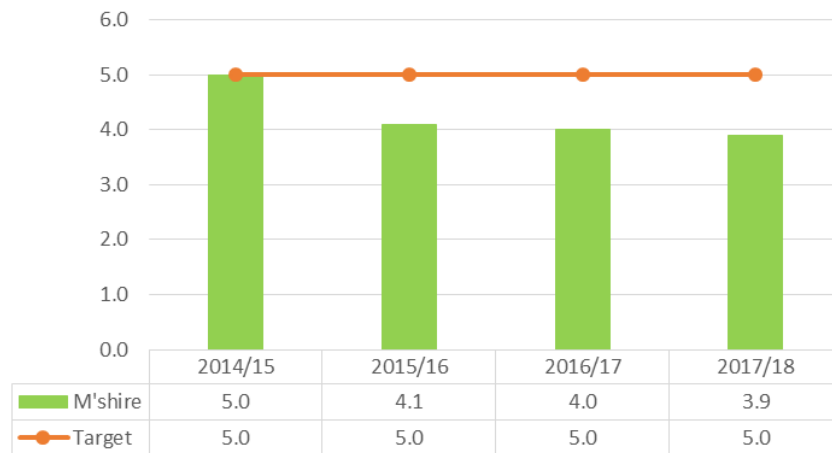
Included in the strategy is a commitment to work with partners to develop a Tackling Poverty Plan for the county that will take account of both worklessness and in-work poverty.

#### Overview

Based on the evidence above, this objective has been evaluated as a level 4 – good; important strengths with some areas for improvement

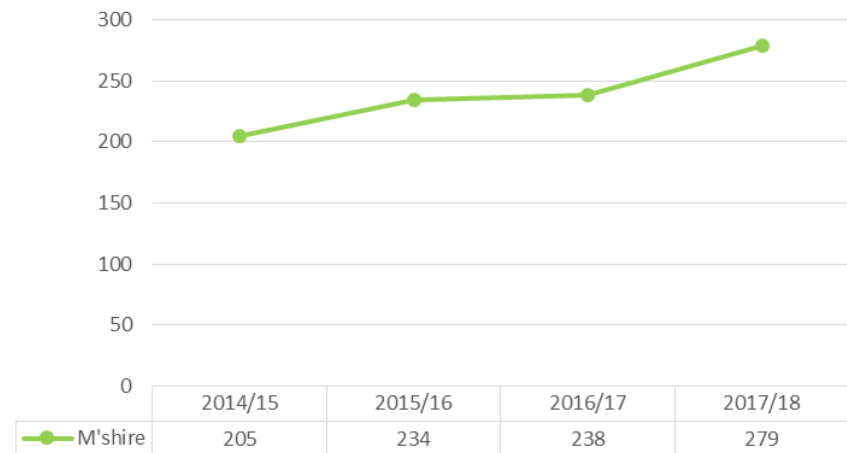
#### Performance Indicators progress

Housing Land Supply (Years)



The graphs shows the Monmouthshire Housing land supply calculated from the Monmouthshire County Council Joint Housing Land Availability Studies undertaken.

Total new dwellings built



The graph shows the total new dwelling completions that were recorded each year as part of the Monmouthshire County Council Joint Housing Land Availability Studies undertaken.

**Future actions in our Corporate Plan 2017-2022**

The Corporate Plan 2017/2022 includes a number of programmes of work that the council is committed to deliver by 2022. The programmes of work identified in the corporate plan that will further progress the activity from this objective include:

Thriving and well-connected county:

- 6) the council develops and delivers a new economy and enterprise strategy
- 7) the council maximises economic potential through delivering the Cardiff capital region city deal
- 8) the council delivers better infrastructure connectivity & opportunity
- 9) the council provides more opportunities for local living, working & leisure

## Action we have taken to support the Objectives

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To support the delivery of the well-being objectives, which focus on the outcomes that enhance the quality of life of citizens and communities, we also have to ensure all aspects of the council are working in a way that is in accordance with the sustainable development principle. We must also remain relevant and viable for the next generation, while continuing to meet the needs of residents, visitors and businesses in the here-and-now. The WFG Act specifies seven corporate functions of an organisation, where the change needs to happen. How we are starting to incorporate these changes is detailed below.

### Workforce Planning

In order to align our resources to meet the goals in our Corporate Plan, we have carried out a review of our people strategy. The revised strategy builds upon the original iteration, which focused on creating the best conditions for our people to thrive. The review, entitled 'People to Purpose', seeks to update, supplement and refresh our activities and outcomes in order to enable our colleagues to deliver on our organisational purpose of "building resilient and sustainable communities". It flows from our commitment and belief that health and well-being plus skills and knowledge are key to success. We applied the five ways of working set out in the Act when developing our plan.

Workforce planning is essential in ensuring we have the right people working with us, with the right skills and knowledge. By establishing a suitable strategy now, we are working towards ensuring this well into the future, as well as for the present. We will also work with partners, where possible, to deliver new systems that are more fit for purpose and can achieve common goals, for example, a payroll/HR system. In order to increase the impact of the Act, staff training is provided on each of the goals to increase consideration and subsequent inclusion of their principles in all future planning and activity.

All of this accumulates in an overall desire to implement a preventative approach to potential organisational problems, rather than having to adopt a reactive approach. The actions established within the strategy were influenced by the views and comments received from sources such as questionnaires, regulator feedback, training sessions and staff feedback.

Work has continued and developed to establish a clear and consistent understanding of the Future Generations Act and what sustainable development is amongst the workforce and elected members. Induction training has continued every 2 months for new members of staff and training on the Act was delivered for new Councillors in June 2017.

### Assets

The council's Asset Management Strategy has been reviewed to align with our purpose 'to help build sustainable and resilient communities', and has been guided by the five ways of working identified in the sustainable development principle of the Future Generations Act. The strategy outlines how we will effectively manage our land and property portfolio, and provides guidance on decisions regarding the use of land and property assets, ensuring that they support the maximisation of both financial and social value, both now and in the future.



Ensuring the long-term consideration of our asset management, the strategy supports the implementation of renewable technologies and low carbon production technologies. Utilising assets for income generation will also consider the support potential for economic and regenerative activities. Our collaborative work will continue through the development of our community hubs, which bring together integrated services into one location. We will also continue our partnership work with other organisations to build on the success achieved through facility and maintenance service collaboration with Gwent Police, and shared accommodation with Aneurin Bevan Health Board.

With regards to asset disposal, we will work with local members, community groups and other stakeholders, and will ensure feedback is provided in any Cabinet/Council reports. Where assets are surplus to the council's requirements, we will work, where possible, with local groups to undertake asset transfers to provide additional community resource. We have adopted a preventative approach to asset management by implementing a 'whole life costing' approach to refurbishments, actively seeking opportunities to upgrade mechanical and electrical infrastructure to reduce energy consumption, operating costs and carbon dioxide.

Examples of ways we are incorporating the wellbeing goals and ways of working into how we manage our assets include work we have undertaken and will be undertaking to decarbonise our estate. For example, the installation of a solar farm on one of our county farms, the use of electric vehicles by our meals on wheels vehicles and work to support the installation of electric vehicle charging points across the county. Another example is the way we manage our green spaces, which are being managed for pollinators, with fewer cuts per year and the introduction of pollinator friendly species.



Our Community Asset Transfer policy recognises that for some assets, community ownership or management could bring benefits and funding to the local community, which the council and other service providers are unable to deliver. An example of this is Caerwent Village Hall, which has been transferred to the local Community Council who are now able to apply for funding to improve the building and facilities.

## Procurement

The council invests c£109m annually in external procurement activity and leveraging this spend optimally can make a key contribution to 'sustainability and resilience'. We have developed a new procurement strategy, which focusses on the way in which the council invests its annual procurement spend in order to create efficiencies, benefits and added value internally, and cultivating local supply chains, creating jobs and developing new and existing business growth for the county.

Sustainable procurement underpins the ethos of the seven well-being goals. Procurement considers the whole system and ensures money is spent in ways that deliver wider benefits and adds value. A good example of how we embrace and embed such a mind-set is through application of the circular economy principles, which aims to keep products and materials in the value chain for a longer period. As an organisation, we pledge to transition to a circular economy model, not only for products and processes, but for services and behaviours too.

When considering the long-term impact of external procurement, considerations will be made based on a 'whole life costing' philosophy, where decisions move beyond awarding contracts because of 'initial purchase price'. We will take a more balanced sustainable procurement consideration where operating costs, i.e. energy consumption and end of life decommissioning costs, both financial and environmental, factor into the awarding of contracts.

As part of our new strategy, we will work with suppliers to identify the best solutions to suit our needs, whilst improving transparency to help enable others to develop solutions to problems. Where relevant, we will work with others to replicate good practice. We will work with City Deal partners across the public, private and community sectors to help shape trials that offer solutions to some of the most difficult shared economic and environmental issues.

We will engage with businesses within our communities, to support new and innovative ideas. The procurement function will focus more on the long-term vision to identify needs, forecast change and allow the council to act proactively in preventing problems before they can arise.

As well as seeking to embed the five ways of working into the council's new procurement strategy, and ensuring that the strategy enables procurement to maximise contribution to the wellbeing goals,

some specific initiatives are being

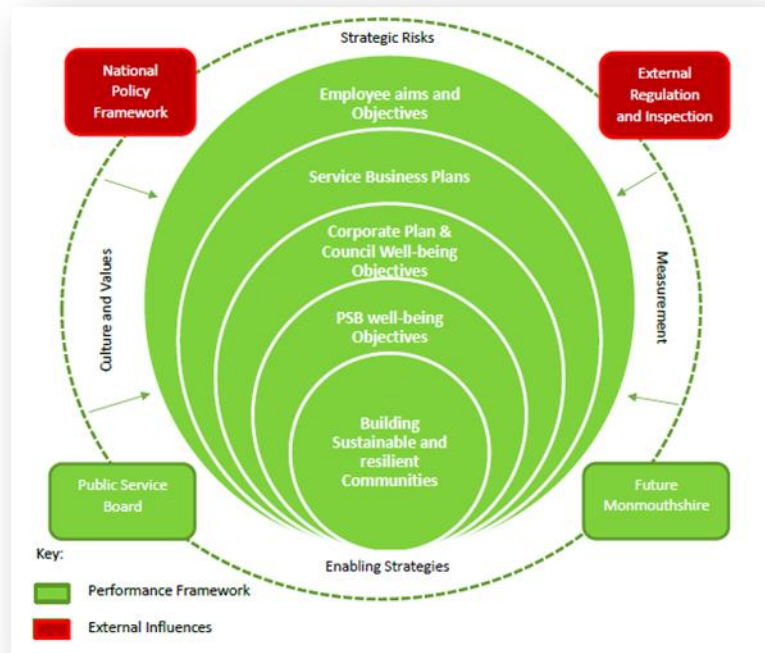
developed to help deliver sustainable procurement. The council renewed its Fairtrade County status in November 2017, and hence renewed its commitment to use Fairtrade products. Work is also at the early stages of development to reduce the amount of plastic we procure and early conversations have been taking place with suppliers. More information on this is available in the What Citizens Said section.



## Corporate Planning, Performance Management and Risk Management

This section provides a picture of our performance management framework; illustrates the interdependencies and how the policies, plans and programmes it contains, should be mutually reinforcing. In simple terms, our performance management framework ensures everyone is pulling in the same direction to deliver real and tangible outcomes.

Building sustainable and resilient communities is the unifying purpose of the diverse range of services for which we are responsible. We are a partner in the PSB, which is responsible for setting well-being objectives for the county. The council's own well-being objectives are set by Council based on the same well-being assessment as the PSB objectives and are also our Organisational Goals in the corporate plan. Each of our teams has a business plan that aligns to these objectives. We have a range of performance measures that we use to keep track of our progress. Our risk management policy enables us to manage strategic risks to our delivery. Our employee aims and objectives show the contributions that individual colleagues make to these objectives and delivering our vision in accordance with our values.



Performance data and information is essential to our performance framework. This comprises of nationally set performance indicators and locally set indicators that services have developed to measure the impact of their service. We are continuing to develop our use of data to strengthen how we plan and deliver services and open up our data to help solve some of our problems and improve accountability. As a result of the shift in focus of the Future generations Act, more emphasis is being placed on activities considering longer-term challenges at a community level. Our performance measurement is adjusting to this so we continue to use the right balance of short term measures and milestones on process issues and outputs, alongside longer term measurement and evaluation of outcomes against the objectives we set. This means it will sometimes take a longer time for measurable change to be evidenced and there will continue to need to be milestones that can be used to track our improvement journey.

National indicators have been set as part of the WFG Act for the purpose of measuring progress towards the achievement of the well-being goals in Wales as a whole. The indicators have been used so far to help the PSB 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 PSB and where applicable, the council, to track progress being made against the well-being goals and where local level data is available the progress made in Monmouthshire. For further information on these indicators visit [www.gov.wales/statistics-and-research/how-do-you-measure-nations-progress-national-indicators/?lang=en](http://www.gov.wales/statistics-and-research/how-do-you-measure-nations-progress-national-indicators/?lang=en)

Corporate governance sets out, coordinates and aligns organisational processes and frameworks that need to come together to deliver the council's plan. There are risks attached to this and good governance will ensure these risks are understood, managed and communicated. The council has an established risk management policy that identifies our approach to strategic risks and the appropriate management of them.

Our strategic risk assessment ensures that risks are identified and monitored; controls are appropriate and proportionate; and systematically reviewed by senior managers and elected members. The aim is to anticipate and manage risks before they come to fruition to avoid dealing with the consequences should the risk occur.

### Financial Planning

Over the last four years, the council has managed £19 million of savings from its service budgets. At the same time pressures on the budget have been increasing in terms of demographic growth, demand and expectations. Our motivation is to help improve lives and build sustainable and resilient communities.

We plan our budget as part of our Medium Term Financial Plan, this identifies the financial position in both the short and medium term and models different financial scenarios and pressures. This allows us to respond to changing circumstances such as any downturn in the economy and its impact on public sector funding. We have worked hard to plan for more than a standalone one-year budget. As a contributor to our wider *Future Monmouthshire* work, our financial planning helps build a bridge between identifying potential cost-reductions to ensure that the organisation can balance its budget in the short term, without taking action that will hamper our ability to contribute to the WFG Act. The budget we set for 2018/19 was a blend of ongoing sustainable efficiencies; continued income generation and some focussed investment.

Applying the Future Generations Act was an important part of the budget process. A future Generations Evaluation of budget proposals was completed, explaining the impact the proposal has on the well-being goals and five ways of working, along with an equality impact assessment. The use of the evaluation provides Councillors making decisions information on the impact of decisions. Councillors have identified the need for improvement in the quality of completion of Future Generations Evaluations to inform their decision-making.

## Further Actions We Have Taken to Support the Objectives

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In addition to the seven core areas where change needs to happen, we have also ensured sustainable development is embedded into the following areas.

### Digital

Our use of digital technology is a key enabler for future change. We will work to enable users of our services to access them in an efficient and effective way, including advancing our use of technology and digital infrastructure. We are constantly looking for new ways to utilise digital technology within our systems to ensure we are equipped for the future.

The digital strategy for the council has been reviewed and updated to increase the focus on people and the impact of digitisation on the way they live and work. It has been designed to help our Service areas transform the way they work and free them up to do the rewarding and interesting parts of their jobs. The strategy is not a static document. The nature and pace of change in a digital world will mean we need to flex it, using data and evidence to support our change in direction.

Delivery of the Digital Strategy is not just about the technical ICT infrastructure that we have in the machine rooms in our buildings. It is more about how we capture the benefits of digitisation to connect people, make work and life easier, and the efficiencies it can bring. Putting people at the heart of the Digital Strategy means that our customer's needs and business redesign comes first, and we can use technology as an enabler to make things simpler, faster and cheaper. An example is the ongoing development of the My Monmouthshire app.

Our stakeholders include our communities, local businesses, schools, suppliers and employees of the council. We also have wider stakeholders in supporting central government policy decisions for digitisation. In devising this digital and technology strategy, we have gathered evidence from all groups to support our direction of travel and to determine what is important for them in the digital world.

The council works in collaboration with its partners in the Shared Resource Service, as well as other public and private industries, to deliver technology platforms and apps.

### Future Monmouthshire

Future Monmouthshire programme is about ensuring we remain relevant and viable for the next generation, while continuing to meet the needs of residents, visitors and businesses in the here-and-now. The Future Monmouthshire programme has been designed to align with the principles of the Future Generations Act.

The work is being progressed in two parts. In the medium to long term, to meet the needs of future generations, we need to keep 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. We call this "keep on growing". In the short term, we still need to balance our budgets to give ourselves the thinking space to solve some of our big challenge. The "keep on going". This work will inform current and future developments of the council's well-being objectives.



Future Monmouthshire has identified a number of challenges that we need to address in order to keep going and keep growing. A new programme of training called Evolve has brought together cohorts of officers from a variety of teams to try to solve some of the challenges and propose potential solutions. Topics covered in 2017 and 2018 were Customer Services and Transport. The training embeds the principles of the Wellbeing of Future Generations Act and includes an exercise to help participants think about how to embed the ways of working when developing projects and ideas.

### **Governance & Scrutiny of Council Business**

Good Governance is about how we ensure we are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. Good governance is essential for the effective use of public money and the continued delivery of efficient and effective public services. The scrutiny process is an integral part of this and ensures openness, transparency and accountability in the council's decision-making.

The council's Annual Governance Statement sets out how Monmouthshire demonstrates it has appropriate governance arrangements in place and how they are continually reviewed to strengthen them moving forward. The statement assesses the effectiveness of the council's arrangements including taking account of responsibilities under the Future Generations Act.

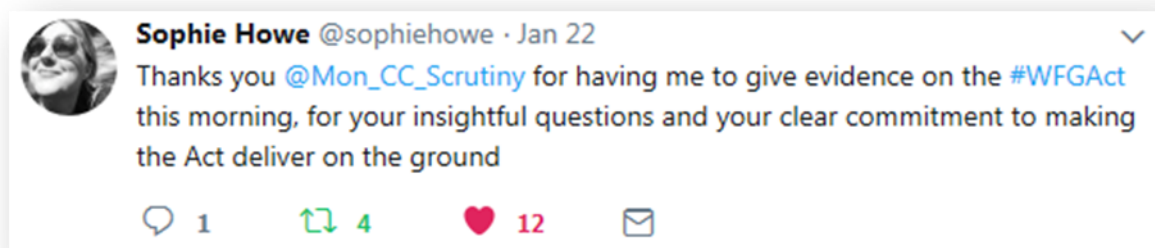
The council's scrutiny committees undertake a wide range of scrutiny of council business from ongoing work programmed items such as Revenue and Capital Financial monitoring to specific policy and programmes including the committees playing a key role in ensuring that future generations are considered through their scrutiny of policy and decision-making.

An example of the focus our scrutiny committees have on the Future Generations Act and people's needs is a report to Adults select committee presenting options for the development of a new residential home to replace the current services provided at Severn View Residential Home in Chepstow. As a result of the scrutiny, the committee concluded:

- As a committee, we are in agreement with the principle that the council should take a lead in providing a future long-term sustainable care model for Monmouthshire. Given the success of the Raglan Project, we understand the advantages of the council providing care facilities to ensure a high quality service. We recognise that our primary objective remains to support people to live independently for as long as possible, but that a range of services will be needed to support future complex care needs such as dementia, given the increasing ageing population.
- The Committee supports the recommendations of the report to progress to the next phase of a detailed business case for the Severn View Proposal, however, Members agreed the proposals should be discussed at a future member's seminar.
- The Committee concludes that there is a need for an overarching Commissioning Strategy for residential care provision, respite and other services, to outline a strategic direction for services across the county and that this should be undertaken to inform the revision of our Local Development Plan.

A PSB select committee was established in June 2016 as a bespoke scrutiny arrangement to scrutinise the activities of the PSB. The following scrutiny has already been undertaken by the committee:

- Scrutiny considered the emerging findings of the well-being assessment, the draft well-being assessment was also scrutinised and recommendations made to the PSB
- In scrutinising the final well-being assessment, key PSB Partners (National Resources Wales and Public Health Wales) and the Chair of the PSB were invited to discuss key priorities for collaborative/shared delivery.
- The PSB Select Committee scrutinised the draft well-being plan and invited the Future Generations Commissioner to a meeting to outline her expectations of the scrutiny committee.



As the PSB moves into delivery this will enable, where required, greater scrutiny of decisions, governance and of individual partners.

The details of all scrutiny meetings held are available on [www.monmouthshire.gov.uk/your-council](http://www.monmouthshire.gov.uk/your-council) and are streamed on the council's [YouTube channel](#).



## Partnership & Collaboration

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Monmouthshire is committed to working in partnership and has a good track record of delivering jointly with health, the police and voluntary sector amongst others. Fully understanding that no single organisation or community can achieve the level of outcomes required to break the cycle of dependency from one generation to the next.

Under the leadership of the PSB, 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.

The PSB has approved four well-being objectives that underpin a clear purpose of building sustainable and resilient communities, these were based on the well-being assessment for Monmouthshire. The 'steps' within the plan give an indication of the work the PSB will deliver or commission. Each of the partners has assumed responsibility for exploring the steps and beginning to turn them into more specific actions, which the PSB can then prioritise.

The partnerships in Monmouthshire have remained focussed on emerging issues and key issues identified in the well-being assessment and responding to them collectively as a partnership, as well as fulfilling statutory duties.

The council has reviewed how it supports partnership working in Monmouthshire and has established a Partnership and Community Development Team to ensure alignment between strategic intent and the work that the council does with local groups to enable a focus on building sustainable and resilient communities.

The objectives of the Community and Partnership Development Team are to act as enablers, working with our communities and partners to enable them to realise their full potential through the identification and achievement of common goals. By taking a hybrid approach using collective, asset and place based methodologies, the team will identify opportunities to improve well-being within our communities in line with delivering the PSB Objectives and the council's goals.

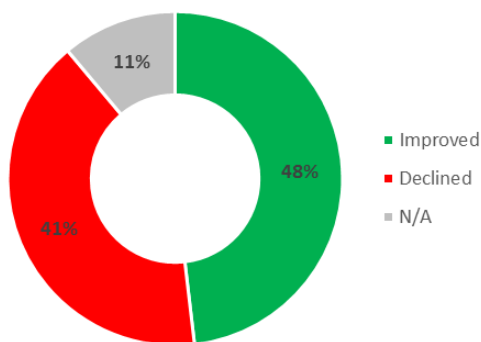
An example of the work undertaken so far includes, the development of a multi-agency approach to tackle loneliness and isolation across the life course. An evidence based approach to 'what works' and 'what we know' will be used to inform partners' thinking and unlock opportunities for a multi-agency collaborative approach to the challenges around social and emotional loneliness and isolation. This work is in the very early stages of developing a draft plan of action. Early iterations of the draft plan have been progressing through the Ageing Well Partnership, and discussions are taking place with the Integrated Youth Offer partnership to explore how we can galvanise our youth support services and wider communities to help address this issue for children & families across the county.

Some of the key service partnership collaborations the council is involved in include the Education Achievement Service (EAS), Project Gwyrdd, and the Shared Resource Service (SRS).

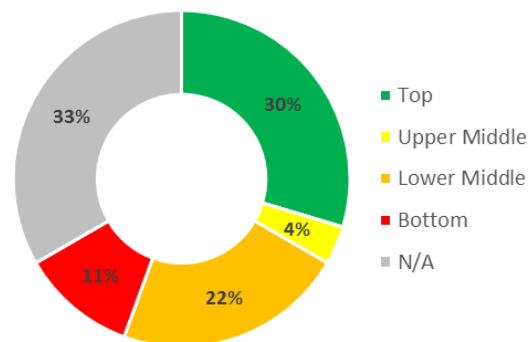
## Performance

One important set of performance indicators used to measure our performance and benchmark local authority performance are 'Public Accountability Measures' published by Data Cymru. This set of indicators is evolving year on year and this makes direct comparisons between some indicators difficult and less pertinent than previous years. For indicators that have remained consistent and can be compared over time we have drawn some conclusions on our service performance, there are a number of indicators where trend or benchmarking data is not available or not directly applicable, these have been marked as "N/A". This set includes performance indicators on a range of services and it is important to consider the performance achieved against each indicator individually as well, you can look at the full detail of the individual national performance indicators over the next few pages of this plan, in table 1, or look on-line at [www.mylocalcouncil.info](http://www.mylocalcouncil.info)

Public Accountability Measures Trend: 2017/18

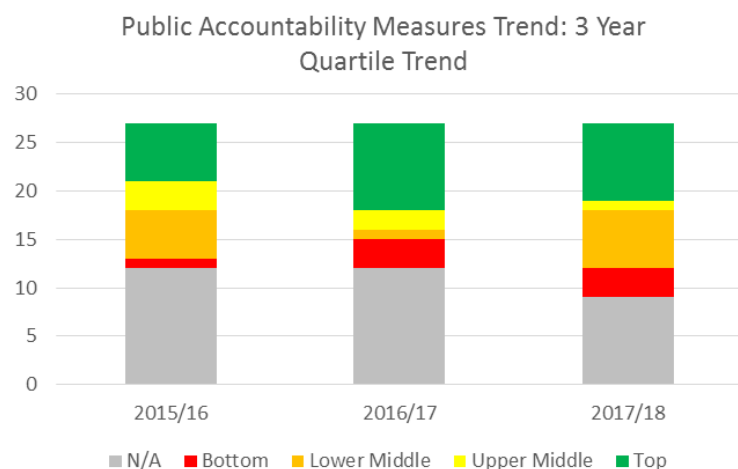


Public Accountability Measures Quartiles: 2017/18



The council has seen an improvement in performance in many published indicators, where it is possible to compare performance to previous years. The data also shows there are some services where the council's performance is lower than other areas. We keep track of these indicators regularly and are working to improve performance as part of our future plans.

One third of indicators currently have no quartile data available. Where quartile data is available to compare our performance to other Councils in Wales, 9 indicators are placed in the top/upper middle quartiles and 9 in the lower middle/bottom. A range of services are among the top performing in Wales as measured by indicators in this data set. The graph shows the quartile trend for the indicators that are available and can be compared over the last three years (2015/16 to 2017/18).



There are some service areas where data is yet to be published, most notably social care and finalised waste and recycling data, these will be updated as data is released over the next couple of months.

These national measures do not always reflect our local priorities or focus on the outcomes of our services, nonetheless they remain an important tool in allowing people to hold the council to account. We have to analyse our performance, using a range of other indicators, against our priorities to allow us to fully assess what we have achieved and where we can improve. Our well-being objectives in 2017/18 give the full detail on how we evaluate our performance in our priority areas. While our Corporate Plan 2017-2022, available on [www.monmouthshire.gov.uk/improvement](http://www.monmouthshire.gov.uk/improvement) , sets a range of indicators we will use to evaluate our future plans.

However you choose to look at our performance information we are always interested in your views. You can contact us on [improvement@monmouthshire.gov.uk](mailto:improvement@monmouthshire.gov.uk) or tweet us @MonmouthshireCC .

<b>Trend</b>	<b>Quartile</b>	<b>Quartile Shift</b>	<b>Position in Wales</b>
Trend information highlights if performance in 2017/18 compared to the previous year is: <ul style="list-style-type: none"> <li>Improved or At maximum</li> <li>Unchanged</li> <li>Declined</li> <li>N/A - Not applicable</li> </ul>	Ranking information highlights if performance compared to Welsh local authorities in 2017/18 is in the: Top, Upper Middle, Lower Middle or Bottom quartiles	Highlights if quartile performance in 2017/18 compared to the previous year has: improved (+ number), is unchanged (0) or declined (- number) and by how many quartiles.	Shows where Monmouthshire ranks in comparison to the other 21 local authorities in Wales, 1 being the highest and 22 being the lowest.

**Table 1 – National Performance Indicators 2017/18**

Ref	Measure	2015/16	2016/17	2017/18	2017/18 Target	Progress against target	Trend	2017/18 Quartile	Quartile Shift	2017/18 Wales ranking
PAM /001	Number of working days lost to sickness absence per employee	11.6	11.5	10.9	10.8	Missed	Improved	Lower Middle	1	15
PAM /006	Percentage of Year 11 pupils achieving 5 GCSEs at grades A*-C, or equivalent, including English or Welsh first language and Maths	66.9	67.0	67.0	69.6	Missed	N/A	Top	0	1
PAM /007	Percentage of pupil attendance in primary schools	95.8	95.7	95.6	96.1	Missed	Declined	Top	0	1
PAM /008	Percentage of pupil attendance in secondary schools	94.8	94.8	95.2	95.0	Met	Improved	Top	0	2
PAM /009	Percentage of Year 11 leavers not in education, training or employment (NEET)	1.9	2	1.4	N/A	N/A	Improved	Lower Middle	N/A	12

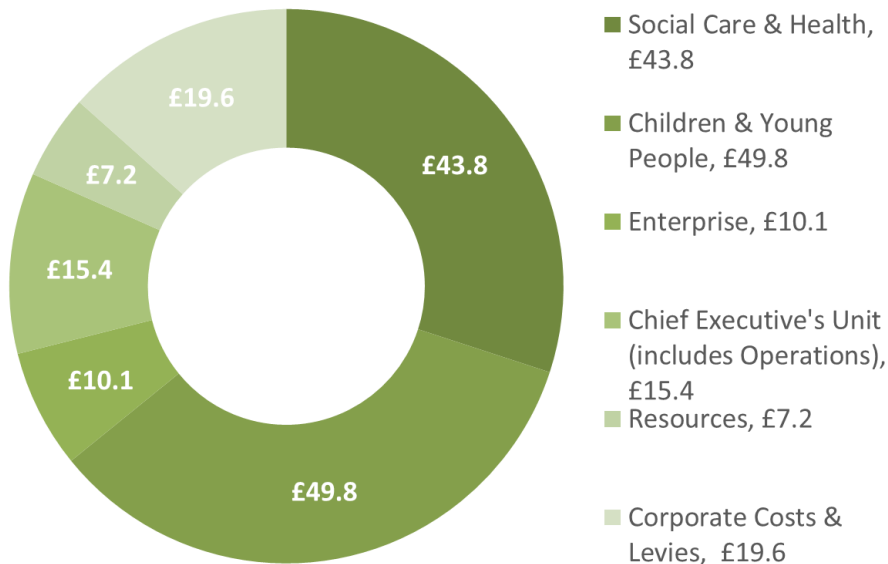
Ref	Measure	2015/16	2016/17	2017/18	2017/18 Target	Progress against target	Trend	2017/18 Quartile	Quartile Shift	2017/18 Wales ranking
PAM /010	Percentage of streets that are clean	99.1	99.2	97.7	95	Met	Declined	Top	0	6
PAM /011	Percentage of fly tipping incidents cleared in 5 days	96.68	98.28	93.81	98.5	Missed	Declined	Bottom	-3	18
PAM /012	Percentage of households successfully prevented from becoming homeless	64	58	61	70	Missed	Improved	Lower Middle	N/A	15
PAM /013	Percentage of empty private properties brought back into use	14.18	3.88	3.57	5	Missed	Declined	Lower Middle	N/A	14
PAM /014	Number of new homes created as a result of bringing empty properties back into use	n/a	n/a	0	Not set	N/A	N/A	N/A	N/A	N/A
PAM /015	Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)	251	356	193	180	Missed	Improved	Upper Middle	2	9
PAM /016	Number of library visits per 1,000 population	7,478	7,262	6,016	7,216	Missed	Declined	Top	0	3
PAM /017	Number of visits to leisure centres per 1,000 population	8,205	7,425	7,376	6,600	Met	Declined	Bottom	0	19
PAM /018	Percentage of all planning applications determined in time	79	90	91	80	Met	Improved	Top	N/A	6
PAM /019	Percentage of planning appeals dismissed	71	73	36	70	Missed	Declined	Bottom	N/A	22
PAM /020	Percentage of A roads in poor condition	2.3	2.1	2.4	3	Met	Declined	Top	0	3
PAM /021	Percentage of B roads in poor condition	5.1	4.3	4.9	5	Met	Declined	Lower Middle	0	14

Ref	Measure	2015/16	2016/17	2017/18	2017/18 Target	Progress against target	Trend	2017/18 Quartile	Quartile Shift	2017/18 Wales ranking
PAM /022	Percentage of C roads in poor condition	12.3	8	7.7	15	Met	Improved	Lower Middle	-1	12
PAM /023	Percentage of food establishments that meet food hygiene standards	93.8	95.12	97.05	95.5	Met	Improved	Top	1	6
PAM /024	Percentage of adults satisfied with their care and support	N/A	85.4	85.7	Not set	N/A	Improved	N/A	N/A	N/A
PAM /025	Rate of people kept in hospital while waiting for social care per 1,000 population aged 75+	N/A	2.24	4.28	2.19	Missed	Declined	N/A	N/A	N/A
PAM /026	Percentage of carers that feel supported	N/A	63.6	76.9	Not set	N/A	Improved	N/A	N/A	N/A
PAM /027	Percentage of children satisfied with their care and support	N/A	79.2	84.1	Not set	N/A	Improved	N/A	N/A	N/A
PAM /028	Percentage of child assessments completed in time	N/A	74.69	87.31	90	Missed	Improved	N/A	N/A	N/A
PAM /029	Percentage of children in care who had to move 3 or more times	N/A	5.26	Not Available	6.5	N/A	N/A	N/A	N/A	N/A
PAM /030	Percentage of waste reused, recycled or composted	61.87	68.72	65.77 (Provisional)	64	Met	Declined	N/A	N/A	N/A
PAM /031	Percentage of waste sent to landfill	13.15	0.85	0.32 (Provisional)	2	Met	Improved	N/A	N/A	N/A

## Finance

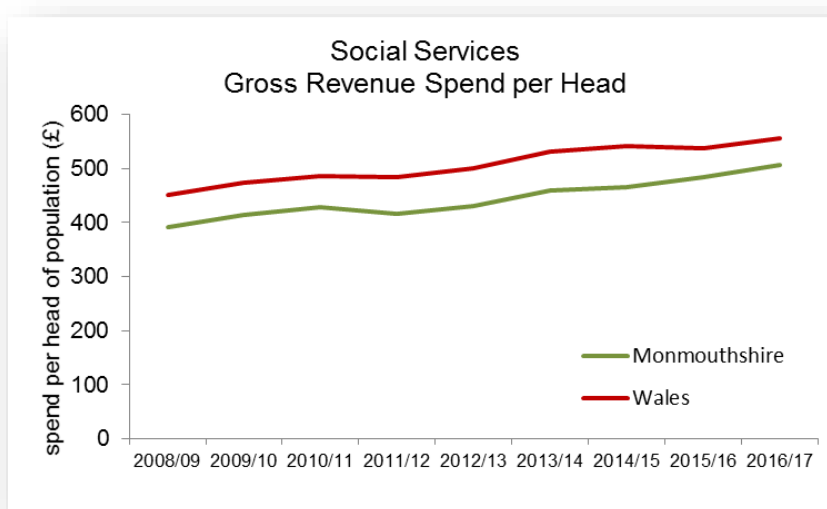
In 2017/18, the council spent £146 million providing services for Monmouthshire residents. The proportion of our spending on different services in 2017/18 is shown in the chart below. These services are paid for by a combination of central government grants, council tax, non-domestic rates and a contribution from the council Fund.

2017/18 revenue spend (£million)

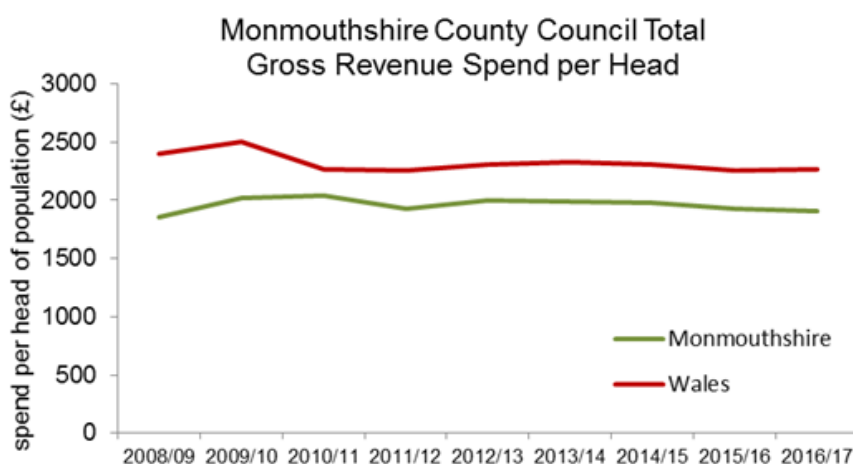
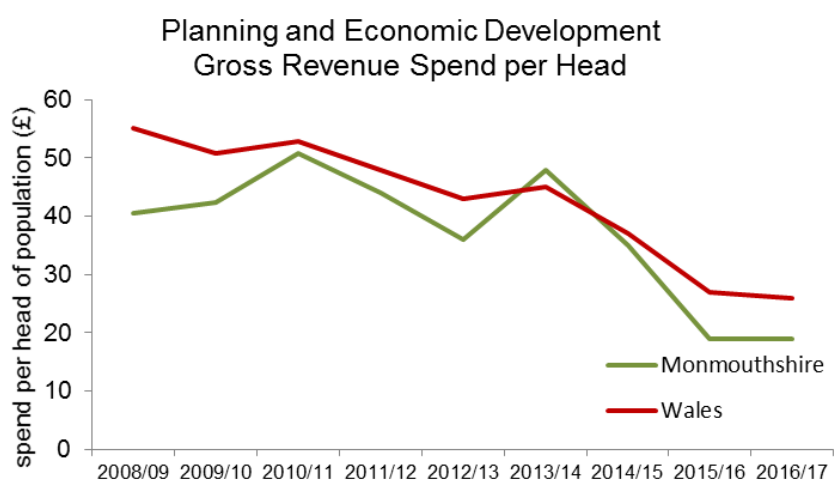
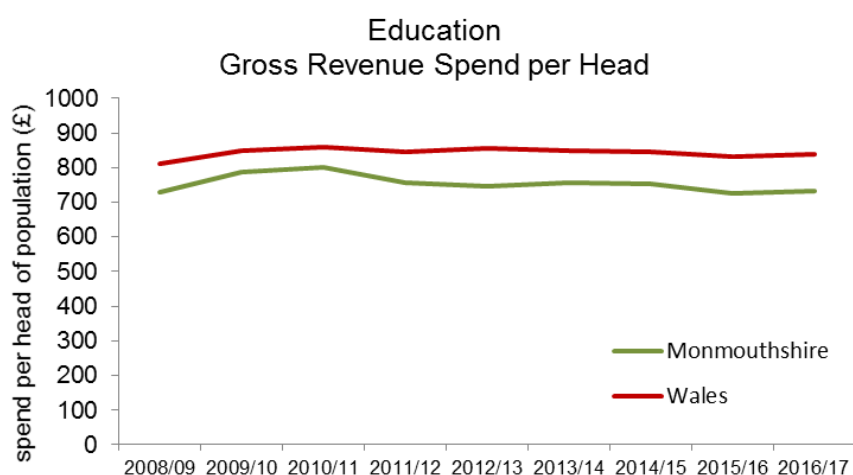


### How our revenue spend compares with other areas

The diagrams below show how much we spend per head of population in some of our priority areas. Our budget settlement from Welsh Government was the lowest per capita of councils in Wales. We are spending less on services per head of population than the average for local authorities in Wales and had the lowest gross revenue spend per head of all councils in Wales. However, we also work hard to make sure this money goes where it matters. Comparable data is only available up to 2016/17 at time of publication.







## What our regulators said

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Close working with regulators and inspectors to quality assure our activities is vital to ensuring improvement. We use their assessments to help us focus on the things we need to improve across the council.

Each year, the Wales Audit Office (WAO) reports on how well councils are planning improvement in delivering their services. This is published as part of an Annual Improvement Report (AIR). The Annual Improvement report related to 2017/18 was published in August 2018 and summarises the audit work undertaken by WAO since the last report. The report concludes the council is meeting its statutory requirements in relation to continuous improvement and states:

*"Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the Council is likely to comply with the requirements of the Local Government Measure (2009) during 2018-19."*

During 2017/18 a number of performance audits have been completed by WAO including reviews of information management and Asset Management. The reports detailing the findings of these Audits have been reported to the council's audit committee. WAO have also completed a review on 'Scrutiny: Fit for the Future?' and a Whole Authority review of children's safeguarding. The final reports on these reviews will be reported to the council's Audit Committee and Children and young People Select Committee respectively.

The most recent update on the authority's progress against all Wales Audit Office (WAO) proposals for improvement issued that the council still needs to address was in [February 2018](#).

Further reports produced by Wales Audit Office are available to download on the Wales Audit Office website ([www.audit.wales/publications](http://www.audit.wales/publications)). This will include local government national reports produced by WAO.

Inspection reports about education and social services are produced by specialist regulators Estyn ([www.estyn.gov.wales/](http://www.estyn.gov.wales/)) and Care Inspectorate Wales (CIW) ([www.careinspectorate.wales](http://www.careinspectorate.wales)). Their latest reports are available to download online.

### Future Generations Commissioner for Wales

We continue to work closely with the Future Generations Commissioner and her officer to inform how we apply the "five ways of working" in our work and work towards the seven national goals.

The general duty of the Future Generations Commissioner for Wales is to promote the sustainable development principle (the five ways of working), in particular to act as a guardian of the ability of future generations to meet their needs, and encourage public bodies to take greater account of the long-term impact of the things that they do. To do this the Commissioner can monitor and assess the extent to which well-being objectives set by public bodies are being met.

The Commissioner can:

- Provide advice to Public Bodies and Public Services Boards

- Carry out reviews into how public bodies are taking account of the long-term impact of their decisions
- Make recommendations following a review

The Commissioner will also have regard to any examination carried out by the Auditor General for Wales under their specific duty related to the act.

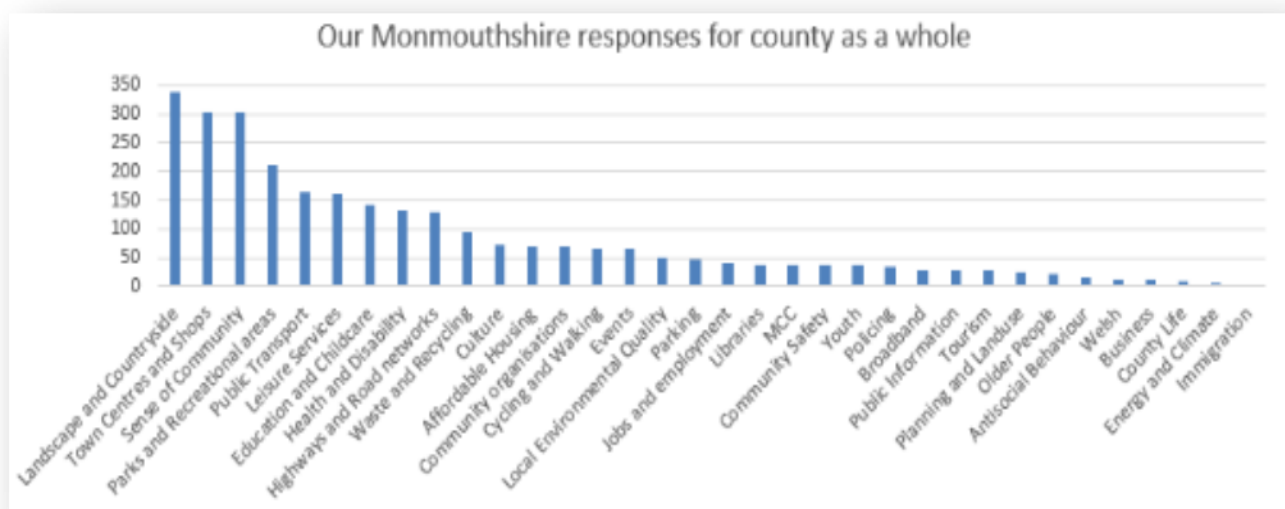
In May 2018 the Future Generations Commissioner published a report '*Well-being in Wales: the journey so far*', which was written in parallel to '*Reflecting on year one: How have public bodies responded to the Well-being of Future Generations (Wales) Act 2015*,' a report published by the Auditor General for Wales. Both reports are a reflection of how the WFG Act (Wales) Act has been adopted in the last year and the Commissioner's report sets out how public bodies should improve how they demonstrate they are taking effective steps to meet their objectives. The report sets nine expectations the Commissioner would like public bodies to consider in their annual reports on progress during 2017/18, which has significantly informed the information we have included in this report.

Further information on the role and work of the Future Generations Commissioner for Wales is available on [www.futuregenerations.wales/](http://www.futuregenerations.wales/)

## What Citizens Said

### Engagement

Between August and December 2016, the PSB in Monmouthshire attended over 80 events, speaking to more than a thousand people as part of the “Our Monmouthshire” engagement process. We asked two questions: ‘What is good about where you live?’ and ‘What could make it even better?’ The following chart shows the number of comments by theme for the county as a whole. This helped us to understand the issues that matter most to people in Monmouthshire. This information, combined with data, statistics and research, assisted the PSB in producing their well-being assessment. The well-being assessment in turn, informed the council’s well-being objectives, with further consideration given to the assessment in future reviews of the objectives.



### Happiness Pulse

The five PSBs 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. Happy Communities provides two tools: the Happy Communities Index (now called Thriving Places Index in Wales), which measures the local conditions for community well-being and the Happiness Pulse survey, which is a measure of personal well-being.

The 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. Data Cymru published their first release of the Thriving Places Wales Index in April 2018. [www.thrivingplaces.wales/](http://www.thrivingplaces.wales/)

The Scores within Thriving Places Wales are shown at a local authority area level, however they do not measure the success, or otherwise, of individual organisations because the measures used in Thriving Places Wales cover such a wide range of issues.

The Happiness Pulse measures personal well-being in communities through a resident survey. The survey provides a well-being score for people who completed the survey under three areas, Be, Do and Connect, and helps people understand how to improve their well-being. The survey was carried out across the five Gwent PSB areas in January and February 2018 and was launched with the 'beating the blues' campaign.

In Monmouthshire, over a 1000 resident and 400 Monmouthshire County Council staff responses were collected. An analysis of the results is being completed to evaluate well-being within Monmouthshire and supplement information from the Thriving Places index. This analysis will then be used to inform local decision making.

### Plastic free council

A good example of the council responding to what citizens have told us is the work now being undertaken to reduce single-use plastics. There has been a huge increase in interest in reducing the use of single-use plastics in the last few months, not least because of the shocking scenes of plastic contamination in our oceans shown on the BBC's Blue Planet series. This has led to the emergence of active and enthusiastic Plastic Free community groups in Abergavenny, Chepstow, Monmouth and Usk in the early months of 2018.

These groups attended the council's Strong Communities Select Committee on the 24<sup>th</sup> May 2018 where they ably presented the case for reducing single use plastics and outlined the work they are doing in their own towns. As a result of their presentations, the committee recommended that the Council work towards becoming a 'plastic free county' through reducing single use plastics, in line with the Plastic Free Coastline campaign run by Surfers Against Sewage. This was endorsed by County Council in June 2018. This fits well with work the council is already beginning to undertake to reduce plastic waste. This is a good example of citizens working hard at a local level on an important issue, and the council responding to pressure from those groups in order that we can work together in partnership to make a difference.



## Feedback

We are always interested to know what you think about our services and our well-being objectives that we have written about in this plan. You can complete this form and return it to us via e-mail or post. However we're interested in all views however you wish to supply them. Details of how to get in touch are at the bottom of the page.

1. Do you agree the well-being objectives have identified were right areas for us to focus on?


	Yes	No	Don't know	Comments
Well-being objective 1				
Well-being objective 2				
Well-being objective 3				
Well-being objective 4				

2. Is there anything else that you think should be a well-being objective in the future? Please tell us here.

3. We're interested to know what you thought of our plan. Please let us know:

	Yes	No	Comments
Was it easy to understand?			
Was the content informative?			

 [improvement@monmouthshire.gov.uk](mailto:improvement@monmouthshire.gov.uk)

 Matthew Gatehouse, Head of Policy and Governance, Monmouthshire County Council, County Hall, Usk, NP15 1GA

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## Appendix 1 – Further areas that informed the 2017/18 Well-being Objectives

The table demonstrates how each of the four well-being objectives contribute to the national well-being goals. The bold colours indicate a direct contribution to achievement of the goal and pale colours indicate where there will be a less direct contribution. Every goal is directly contributed to by at least two of the objectives.

	Contribution of Well-being Objectives to Well-being Goals						
	Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	vibrant culture and thriving Welsh Language	Globally responsible Wales
<b>Well-being Objectives</b>							
Provide children and young people with the best possible start in life to help them achieve better outcomes							
Maximise the potential in our communities to improve well-being for people throughout their life course							
Maximise the benefits of the natural and built environment for the well-being of current and future generations							
Develop opportunities for communities and businesses to ensure a well-connected and thriving county							



## **Improvement Objectives**

The council is still required under the Local Government (Wales) Measure 2009 to set annual Improvement Objectives and produce an improvement plan. In order to deliver sustainable development the council recognised that the setting of wellbeing objectives needed to be at the heart of the council's improvement framework and therefore the two requirements were combined when setting the 2017/18 well-being objectives.

## **Social Services and Well-being Act and Safeguarding**

The Act came into force in April 2016 and will transform the way care and support is delivered making it a responsibility on more than just the social services department. It is about promoting people's independence to give them a stronger voice and more control and support people of all ages as part of families and communities so they are less dependent on institutional services. The Act will:

- Engage with and empower citizens
- Promote independence and well-being
- Give people who receive support and their carers control over their lives and the support they receive to maximise independence.

We have aligned our approach to this legislation with the Future Generations Act as they are strongly related and have a number of common features such as to carry out assessments and a strong emphasis on prevention and integrated approaches. The Population Needs Assessment provides an assessment of needs for, and priorities for, health and social care within the Greater Gwent Region over a 3 - 5 year period. Regional priorities have subsequently be identified and developed into a regional area plans in 2018.

In Monmouthshire responsibility for well-being and safeguarding is everyone's business. Services have a clear responsibility for ensuring the safeguarding and wellbeing of adults, children and young people.

## **Equality and Diversity**

The council has a long-standing commitment to equality and diversity and under the Equality Act 2010, has to produce a Strategic Equality Plan. A second plan was published in April 2016 and sets the council's objectives to ensure we deliver better outcomes for people with protected characteristics: race, disability, sex, sexual orientation, gender re-assignment, marriage and civil partnership, pregnancy and maternity and age. This is clearly aligned with the well-being goals set by Welsh Government, but above all, it is important to us as it is the right thing to do.

## **The Welsh Language**

The authority recognises that Welsh language is central to the goals introduced as part of the WFG Act, particularly for our contribution to a Wales of vibrant culture and thriving Welsh language. It also helps Welsh Government reach the target of having a million Welsh speakers by 2050 (Wales 2050).

The Welsh Language (Wales) Measure 2011, and accompanying Welsh Language standards, place a legal duty on councils to promote the Welsh Language and provide services to the public through the medium of Welsh. The council has been allocated 175 standards that we are required to comply with.

This is a significant challenge but systems have been put in place in divisions to ensure compliance. One of the Standards set was to write a Welsh Language Strategy for 2017 – 2022, which sets out a vision of how Welsh language will look in Monmouthshire in 5 years, and is accompanied by targets to help achieve that vision. In 2012, Welsh Government produced a new strategy known as “More than words”. This requires us, as a care provider, to ask people whether they want services through the medium of Welsh (known as the “Active Offer”).

### **Other important requirements**

The Future Generations Act sets out a number of further areas took account of when setting the well-being objectives, these included:

United Nations Convention on the Rights of the Child - which sets out the civil, political, economic, social and cultural rights of children.

Poverty - The well-being assessment identifies there is inequality between communities and within communities in Monmouthshire.

Biodiversity and resilience of ecosystems duty - Section 6 of the Environment (Wales) Act 2016 places a duty on public authorities to seek to maintain and enhance biodiversity where it is within the proper exercise of their functions.

## Appendix 2 - Glossary

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We try to avoid the use of jargon. However we recognise that we sometimes use these when they are commonly used in the media or are likely to be understood by informed readers. Some of those that crop up in this plan are listed below:

CIW	Care Inspectorate Wales who register, inspect and take action to improve the quality and safety of services for the well-being of the people of Wales
Estyn	Inspectorate for Education and Training in Wales who inspect quality and standards in education and training in Wales.
PSB	Public Service Board. This is a group of the main public sector service providers in Monmouthshire
WAO	Wales Audit Office. They are responsible for overseeing how public money is spent and are the council's regulators

Please let us know what you think of this plan and whether it is clearly written by e-mailing us [improvement@monmouthshire.gov.uk](mailto:improvement@monmouthshire.gov.uk) or writing to Matthew Gatehouse, Policy and Performance Manager, Monmouthshire County Council, County Hall, Usk, NP15 1GA.