

**A Monmouthshire
that works for everyone**
Corporate Business Plan
2017 // 2022



A N N U A L R E P O R T
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Version Control

Title	Corporate Plan Annual Report – 2018/19
Purpose	<p>To assess our progress and performance in 2018/19 against the goals, also the Council's well-being objectives, set in the Corporate Plan 2017-2022. To 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 (2018/19)</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

Our Corporate plan, published in February 2018, identifies the commitments we want to deliver up until 2022. This annual report sets out the progress we have made towards those commitments during 2018/19.

When we prepared our Corporate Plan, we examined evidence from a variety of sources and used this to guide us on the areas we wanted to focus on. The plan, available at www.monmouthshire.gov.uk/improvement identifies the things we will be working on for the next five years, up to 2022. It restates the Council's long-standing purpose of building sustainable and resilient communities and sets five priority goals, which also serve as the Council's well-being objectives. Each of the goals includes a number of commitments to action, 22 in total, which the organisation is committed to delivering between now and 2022. The goals for the council are shown in diagram 1.

We have huge drive and ambition for Monmouthshire. The issue is that we do not have the resources – in both financial and human terms - to deliver on everything at the same time. The Corporate Plan focuses on policy priorities that will deliver the Council's purpose, and is aligned with the financial resources we have available.

There has been substantial change for public services in Wales recently, influenced by a very significant piece of Welsh legislation, the Well-being of Future Generations Act. The Act means that public services need to think more about the long-term, work better with communities, prevent problems before they arise, and take a more joined-up approach with other public services.

Beyond the allocation of financial resources to priorities, the plan also sets the context for how we will mobilise the wider assets and resources at our disposal. The funding we receive to run services may be declining, but we continue to see a growing countywide commitment to local social action, volunteering and the contribution of new ideas, time, effort and energy.

This report sets out the progress we have made in 2018/19. As always, your feedback is important to us and there is a short survey and contact details at the back of this report for you to provide your views.

WELLBEING OF FUTURE GENERATIONS

The Well-being of Future Generations (Wales) Act is about improving the social, economic, environmental and cultural well-being of Wales. It will make the public bodies listed in the Act think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. This will help us to create a Wales that we all want to live in, now and in the future. To make sure we are all working towards the same vision, the Act puts in place seven well-being goals.

Our Priority Goals and how we have reviewed them

Our Purpose is to 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 Public Service Board (PSB). The priorities set for Monmouthshire in the Corporate Plan 2017-2022 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 diagram 1.

It is important that the 22 commitments to action are not considered in isolation from one another, since they can impact on each other and need to be considered in an integrated way. How each of the commitments integrates with other commitments is shown in diagram 2.

When we set our 2018/19 goals, we identified a clear framework for how we would evaluate the progress made, which we have applied in this plan. The Corporate Plan is an ambitious five year programme; some commitments focus on the longer-term future of the county and aim to address complex challenges, in line with the Future Generations Act. As it is in its early stages, this will need to be considered when assessing progress made as the impact of some activity may not be clearly demonstrable over short timescales, and some activity will be in the early stages or not yet started. We have also considered the extent to which:

• Our goals have contributed to the achievement of the seven well-being goals identified in the Well-being of Future Generations Act

• We are taking all reasonable steps to meet them

• They remain consistent with the sustainable development principle, in particular, the five ways of working. More detail on the how the five ways of working are applied is provided in the progress on each goal later in this report.

GLOSSARY

Wellbeing objectives, as referred to in the Wellbeing of Future Generations Act = the five priority goals identified in the Corporate Plan

Steps, as identified in the Wellbeing of Future Generations Act = the commitments to action identified in the Corporate Plan.

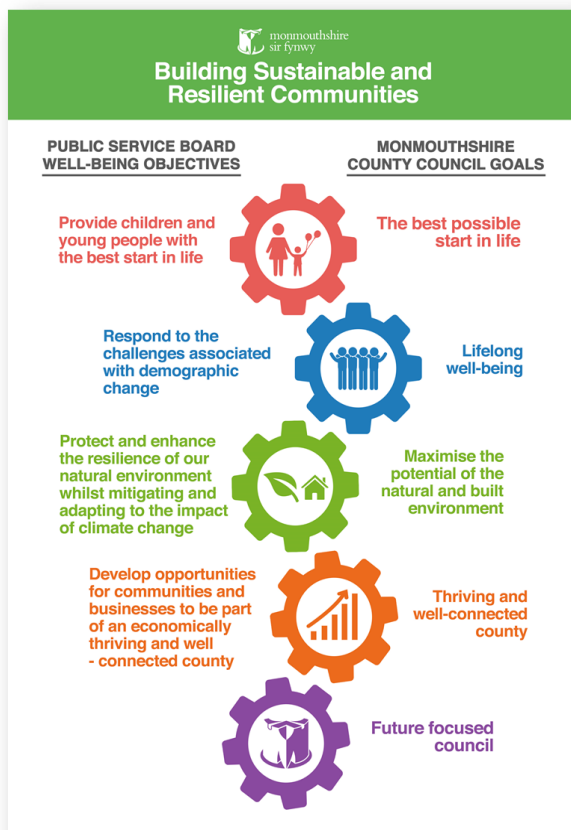


Diagram 1

Diagram 2 illustrating how each of the commitments integrate with other commitments	1.FUTURE SCHOOLS	2.RAISING STANDARDS IN SCHOOLS	3.STRATEGIC EDUCATION REVIEW	4.CHILDREN AND FAMILIES	5.LOOKED-AFTER CHILDREN	6.ECONOMY AND ENTERPRISE STRATEGY	7. CARDIFF CAPITAL REGION CITY DEAL	8.INFRASTRUCTURE CONNECTIVITY	9.LOCAL LIVING, WORKING & LEISURE	10. PROCUREMENT	11.PLAN FOR LOCAL ENVIRONMENT	12.'GREEN AND CLEAN ENERGY	13.KEEPING ROADS AND AREAS SAFE	14.HERITAGE, ARTS AND CULTURE	15.INDEPENDENT LIVING	16.SOCIAL JUSTICE, PROSPERITY AND INEQUALITY	17. VOLUNTEERS AND SOCIAL ACTION	18.LEISURE, RECREATION AND WELLBEING	19.LOCAL SERVICES AND CUSTOMER EXPERIENCE	20.DEMOCRATIC ENGAGEMENT	21.SUSTAINABLE AND RESILIENT ORGANISATION	22. WORKPLACE AND EMPLOYEES
1.FUTURE SCHOOLS																						
2.RAISING STANDARDS IN SCHOOLS																						
3.STRATEGIC EDUCATION REVIEW																						
4. CHILDREN AND FAMILIES																						
5.LOOKED-AFTER CHILDREN																						
6.ECONOMY AND ENTERPRISE STRATEGY																						
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21.SUSTAINABLE AND RESILIENT ORGANISATION																						
22. WORKPLACE AND EMPLOYEES																						

Our progress against each goal has been assessed on a scale of 1 to 6 based on the following principles:

Level	Definition	Description
6	Excellent	Excellent or outstanding – All performance measures have achieved the target set and all actions have been delivered.
5	Very Good	Major strengths – A significant majority of actions and measures are on track. No more than one or two falling short.
4	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.
3	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.
2	Weak	Important weaknesses – The majority of measures and actions have not been achieved.
1	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

A further evaluation of activity and progress has been carried out on each of the 22 commitments to action that sit under each goal. A progress rating has been provided for each commitment, using the following criteria:

Definition	Description
Progressing well	most actions are underway and making good progress; improvements are becoming evident; most activity has been on schedule
Taking steps	actions have been started and are making progress, whilst some are not progressing or are yet to begin; some improvement is evident; activity has been on schedule but some are behind schedule
Attention needed	most actions are not making progress; few improvements are evident; most activity has been behind schedule.
No activity	no actions, improvement or activities are evident

We have also included the following icons in each commitment to action to illustrate their contribution to the wellbeing of future generations act goals:



Prosperous Wales



Resilient Wales



Healthier Wales



More equal Wales



Wales of cohesive communities



Globally responsible Wales




Vibrant culture and thriving Welsh language


Corporate Goal template explained


Goal: this identifies what we want to achieve over the medium term. The information below relates to our progress towards achieving this.				
Why we are focusing on this		Summary of progress in 2018/19		
This provides an explanation of why we thought this was an important area of focus.		This will provide a progress evaluation level and rating, for example: Level 3 – Adequate. It will also provide a summary of our activities, successes and outstanding actions.		
Detailed Progress update				
Commitment to action	Progress	What we said we would do	Progress in 2018/19	
These are the steps that will help us achieve our overall goal The images show contribution to the wellbeing of future generation act goals	This is summarised into the following: Progressing well Taking steps Attention needed No activity	This breaks down the activities we intend to do	This identifies what we have achieved so far, and where our focus will be going forward.	
Well-being of Future Generations Act impact				
This provides an explanation of how our actions contribute to the Well-being of Future Generations act well-being goals and ways of working				
Measures of progress				
Measure	Previous	Current	Target	Comment
This section provides an understanding of key performance information for some of our activity that can be quantified now. The long-term nature of the goals means that performance can sometime be hard to measure in the short-term, with potential benefits not being seen for many years				

Goal A:

Monmouthshire County Council Goal: A. Best possible start in life	
Why we are focusing on this	Summary of progress in 2018/19
<p>Research shows that improving outcomes for children and young people relies upon a 'life course' approach; each stage of life builds to the next. We will work with children, their families and communities recognising everyone has strengths as well as needs. We will work across professions and agencies, and will be led by data and evidence from emerging good practice.</p> <p>As an organisation we recognise the importance of wellbeing, and people's safety and security as a part of that. We will promote safeguarding and ensure that it is everyone's business. We will commit to beginning the work necessary to ensure that children and young people choose to attend school in the county.</p> <p>We will invest in all our children's learning and development, ensuring they have the environment, skills and support to flourish and be prepared for work of the future. We want our children and young people to be industry ready, able to contribute locally and globally, and meet the demands of a rapidly changing world environment.</p>	<p>Progress evaluation: Level 3 – Adequate</p> <p>The new 21st Century School in Monmouth opened in September 2018 and Monmouth Leisure Centre fully reopened in February 2019.</p> <p>The EAS is supporting schools to implement the new statutory regulations. Student outcomes in 2018 moved away from the previous near-continuous progress that had been seen in the last three years. In particular, Foundation Phase and Key Stage 4 were not at the levels expected. The gap in attainment between those not eligible and those eligible for Free School Meals (FSM) remains a concern. Attainment at Key stage 2 and 3 in the Core Subject Indicator showed a slight increase.</p> <p>The statutory consultation process on a proposed new model for the delivery of ALN and Inclusion Services has been undertaken and Cabinet have agreed alternations. Following extensive consultation, Cabinet agreed changes to secondary school catchment areas, determined in line with the Council's School Admission arrangements.</p> <p>There has been a real focus in the last year in Children's Services to implement a co-ordinated approach to early intervention and prevention. Pressures across the children's services system are evident and the numbers of looked after children has risen this year. There has been a continuing focus on attracting more foster carers to Monmouthshire; a concerted recruitment campaign has seen the number of foster carers rise to 65 this year.</p> <p>There continues to be a focus on enabling sport and physical activity opportunities across Education, Leisure and Community provision, for example, through the MonSport Play Maker and Daily Mile initiative. The Council has continued to</p>


			facilitate the completion of the School Sport Survey; in 2018, it showed 45% of pupils take part in sport on three or more occasions per week, a decrease from 49% in 2015.
Detailed Progress update			
Commitment to action	Progress rating 18/19	What we said we would do	Progress in 2018/19
1. THE COUNCIL INVESTS IN FUTURE SCHOOLS 	Progressing Well	1.1 Conclude comprehensive redevelopment of new secondary school with community leisure facilities in Monmouth	<p>The new 21st Century School in Monmouth opened in September 2018. The £40m learning environment has been well received by staff and students alike. The extensive preparations for changes in curriculum, afforded by the building’s design, have been implemented, and early evidence suggests that students have responded positively.</p> <p>The school sits alongside and compliments the newly opened Monmouth Leisure Center; the £7.4m project includes a range of facilities to support well-being and a brand new, state of the art five-lane, 25 meter swimming pool, a 50 station fitness suite, a dedicated spinning and exercise class studio, beauty treatment rooms and a health spa.</p>
		1.2 Commence Abergavenny school redevelopment	A report detailing the next phase of the Welsh Government’s 21st Century Schools’ programme was reported to Council in December. The report details the establishment of a programme team for the agreed proposals in Abergavenny of Band B plans. The purpose of the team is to support the development of a Full Business Case (FBC) for the next tranches of capital investment in Monmouthshire County Council’s 21st Century Schools’ redevelopment programme.
		1.3 Develop ‘Band C’ proposals for the re-provision of secondary learning in the Chepstow area.	A strategic case for the renewal of Chepstow School in Band C of the 21st Century School Programme is to be developed alongside Band B plans.


<p>2. THE COUNCIL HAS A PLAN FOR RAISING STANDARDS IN SCHOOLS</p> 	<p>Attention needed</p>	<p>2.1 Continue to raise standards in education including STEM subjects (science, technology, engineering and maths)</p>	<p>Raising standards in education remains a priority. Schools are being supported by the EAS to ensure they have the skills and capacity to implement new statutory requirements over the next three years.</p> <p>There have been changes in accountability frameworks using Teacher Assessment Data (Foundation Phase, key stage 2 and 3). Outcomes that are available from the 2017/18 academic year include:</p> <ul style="list-style-type: none"> • 88.2% pupils achieved the foundation phase indicator (FPI) in 2018 (previous years are not directly comparable) • 94.0% pupils achieved the Key stage 2 core subject indicator (CSI), 0.8 percentage points above 93.2% in 2017 • 93.0% pupils achieved the Key stage 3 core subject indicator (CSI), an increase of 0.3 percentage points from 92.7% in 2017. • 59.5% of pupils achieved the Level 2 threshold inclusive of English/Welsh first language and mathematics, a decline of 7.5 percentage points from 67.0% in 2017. <p>Student outcomes in 2018 moved away from the previous near continuous progress that had been seen in the last three years. In particular Foundation Phase and Key Stage 4 were not at the levels expected. For the first time since its introduction primary schools saw a fall in the Foundation Phase Indicator. This was largely due to a realignment of assessments to the Literacy and Numeracy Framework.</p> <p>At Key stage 4 there have been revisions to examinations that means they focus in part on different skill sets and knowledge than in previous years. Key stage 4 performance in 2017/18 was not at the same level as the previous year. There was a fall in one of the key indicators; the level 2 inclusive however performance in the 'new' measure, the 'Capped 9', was stronger. Challenges remain for all four secondary schools.</p>
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		2.2 Ongoing focus on vulnerable learners	<p>Meeting the needs of vulnerable learners remains a priority. The gap in attainment between those not eligible and those eligible for Free School Meals (FSM) remains a concern. At Key stage 4, the FSM/non FSM attainment gap widened from 43.7 percentage points gap in 2017 to 47.9 percentage points in 2018 for the Level 2 threshold inclusive of English/Welsh and maths indicator.</p> <p>The EAS business plan for 2019/20, endorsed by Cabinet in April 2019, sets out the priorities and programmes to be achieved to accelerate outcomes for children and young people across all schools. The strategic priorities for Monmouthshire in 2019/20 include:</p> <ul style="list-style-type: none"> • Improve outcomes of vulnerable groups, including FSM learners, particularly at key stage 4 • Reduce variance in outcomes, teaching and leadership, particularly at key stage 4, using the Excellence in Teaching and Learning Framework as a tool for improvement • Secure appropriate progress for learners across the full range of cognitive abilities of pupils
		2.3 Convening school industry partnerships	Action on convening school industry partnerships is being developed between Youth Enterprise and the Children and Young People Directorate.
<p>3. THE COUNCIL CARRIES OUT A STRATEGIC EDUCATION REVIEW</p> 	Taking steps	3.1 Implement the findings and recommendations of the independent Additional Learning Needs Review	<p>The statutory consultation process on a proposed new model for the delivery of ALN and Inclusion Services has been completed. Officers have analysed the responses and Cabinet have received a copy of the consultation report with recommendations on a delivery model, against which, statutory notices were produced. In December 2018 cabinet received a report concluding the ongoing statutory process undertaken in relation to the local authority's ongoing review of additional learning needs, including the objection report. Cabinet agreed to the implementation of a number of regulated alternations from 29th April 2019. These included changes to the type and capacity of provision to Special Need Resource Bases in specified schools.</p> <p>A particular facet of work has been to focus on needs of children with challenging behaviour. As a part of the December 2018 Cabinet Decision the extended 'in-reach' services by the Pupil Referral Unit have been implemented and the staff</p>

			<p>recruited. This will start in September 2019. This will provide significant additional resource to challenging behaviour in schools, supporting vulnerable learners and will form a key part of the graduated response to behaviour in our schools.</p> <p>Following further review Cabinet have agreed to commence a consultation on the closure of Mounton House Special School. Cabinet will take a further decision regarding this in September 2019.</p>
		3.2 Review of Catchment and Nearest School Policy	<p>In December 2018, Cabinet gave approval for the local authority to engage in a public consultation process, seeking the views of key consultees on proposed amendments to Secondary School catchment areas determined in line with the Council's School Admission arrangements. An extensive consultation was held between January and March 2019. The consultation process was undertaken to allow the Council to receive a public view on the concerns received over recent years relating to Secondary School catchment areas in their current form.</p> <p>The response received has enabled the council to consider an amendment to existing policy based on an informed consultation. The findings of the consultation were presented to cabinet in April 2018 and changes agreed as part of the Council's determined School Admission arrangements for academic year commencing September 2020/21. The recommendations achieve alignment between Primary and Secondary School catchment areas, and provide the Monmouthshire families residing in the affected areas with Secondary School catchment within the county.</p>
		3.3 Review of Home to School Transport	<p>In agreeing the review of schools admission arrangements, cabinet agreed to commission officers to undertake a review of the home to school transport policy, with the aim for it to be concluded in such time to allow for implementation in line with the changes to the catchment areas agreed i.e the start of the academic year 2020. At this time, the policy review will not include transportation affecting faith or Welsh medium schools.</p>

		3.4 Review and develop leadership structures across schools	<p>Leadership in schools remains a focus. 2018/19 has seen significant change in school leadership. While some of the turnover of head teachers is a consequence of people reaching the end of their careers, it needs to be recognised that the role is becoming more demanding and the resilience of our school leaders and staff is something we need to support and promote.</p> <p>The EAS business plan for 2019/20 includes the strategic priority for Monmouthshire to strengthen leadership capacity in identified schools.</p> <p>In March 2019 Cabinet agreed to federate the Governing Bodies of Llanfoist Fawr and Llanvihangel Crucorney Primary Schools. As part of its school reorganisation programme and strategies to improve outcomes, the Local Authority wishes to promote collaboration between schools. School federation is a more formal way of extending collaboration and promoting closer working relationships.</p>
4. THE COUNCIL IMPLEMENTS A MODEL OF EARLY INTERVENTION AND PREVENTION FOR CHILDREN AND FAMILIES	Taking steps	4.1 Integrate preventative children and family services within each locality into one prevention focused function	<p>There has been a real focus in the last year in Children's Services to implement a co-ordinated approach to early intervention and prevention. Early help and support services are developing well. Such services enable the earlier identification of a family's strengths and needs and can support positive family change including signposting of families to universal provision.</p> <p>Preventative resources in Children's Services have been joined up and targeted through the 'Building Stronger Families' offer. Practitioners now work directly with families to support them in setting and working towards their own family goals and aspirations.</p> <p>An Early Help Panel has been established, this helps families get the right help when they need it and for agencies to understand each other's 'service offers' better.</p> <p>An Edge of Care Team has been established and is now fully implemented to support families and to help ensure that wherever possible and safe, children can remain at home.</p>

			<p>We are measuring the outcomes of all our preventative and family support services to understand where there is a case for increasing the resource. Work is ongoing to ensure Step up Step down and early help statutory interventions are working well and to evaluate performance.</p> <p>The pressures across the whole system are evident and the numbers of looked after children has risen this year from 139 at the end of 2017/18 to 173 at the end of 2018/19, continuing the upward trend in recent years. Whilst we develop interventions to address early identification, and manage appropriately pre- and post-statutory intervention with families, the growing numbers mean that these services are under pressure. Work is underway to maximise the opportunities to reduce the current trends.</p> <p>A corporate parenting strategy is in place that sets out how the whole Council (officers and members) will work together to fulfil the role as parents to looked after children (LAC and care leavers).</p>
		<p>4.2 Provide services that meet mental health and emotional well-being including the Face2Face counselling scheme</p>	<p>The Monmouthshire Public Service Board has prioritised the step in its well-being plan on “supporting the resilience of children and young people in relation to their mental health and emotional well-being.” The Children and Young People’s Strategic partnership is being developed to bring key partners together to lead on the delivery plan to meet the relevant steps for the partnership in the PSB well-being plan, which include the step on children and young people’s mental health and well-being.</p> <p>SPACE (Single point of Access for Children's wellbeing) has been integrated into the Early Help panel to support children, young people and their families with positive mental health and well-being.</p> <p>The Council continues to work on the Public Service Board well-being plan step on Adverse Childhood Experiences (ACEs). The response to this in Monmouthshire involves an understanding of the impact of ACE’s within our communities, and coordination with a range of partners, to develop a long-term approach to prevention, taking account of the complexity of issues involved.</p>

		4.3 Promote active lifestyles through activities such as The Daily Mile	<p>There continues to be a focus on enabling sport and physical activity opportunities across Education, Leisure and Community provision. The MonSport Play Maker engages young people to promote a positive attitude to participation in sport and physical activity, as well as a healthy lifestyle. Every year 5 and 6 pupil has now received the 6 hour Sports Leaders UK Course. Recent academic research has confirmed the benefits of schools taking part in the Daily Mile; across Monmouthshire, 16 schools are signed up and taking part, as well as 3 pre-schools.</p> <p>The Council has continued to facilitate the completion of the School Sport Survey, which captures data on young people's activity levels and preferences when participating in sport and physical activity in school and in their communities. Participation was encouraged from as many pupils as possible; while some of the results in 2018 vary, the data helps inform the planning of sport provision for young people. Some of the 2018 results show:</p> <ul style="list-style-type: none"> • 45% of pupils take part in sport on three or more occasions per week, a decrease from 49% in 2015. • 74% of pupils took part in a sport at a club outside of school in the last year; a decrease from 80% in 2015. • 69% of pupils reported enjoying sport outside of school a lot; the same as in 2015.
<p>5. THE COUNCIL ENSURES PERMANENT ACCOMMODATION AND SUPPORT FOR LOOKED-AFTER CHILDREN</p> 	Taking Steps	5.1 Work with regional partners to increase the numbers of children who are adopted in a timely way	Monmouthshire continues to be a member of SEWAS (South East Wales Adoption Service). There continues to be a shortage of adopters nationally; this year saw an increase in children waiting for adoption placements as a result of this. However, recruitment continues to remain a priority for SEWAS. Assessments of adopters commenced by SEWAS increased from 12 to 67 in 2018, and is starting to impact of the number of approvals.
		5.2 Increase the number of Monmouthshire foster carers	Regionally, across the wider Gwent Local Authorities we are working through the Children and Family Partnership as part of the Regional Partnership Board to enhance both locally and regionally the support on offer for children who are Looked After and their carers. Over the next year there will be a focus in particular on children who are looked after in 'kinship' arrangements. The council continues to

			<p>run campaigns to increase the rates of in house foster carers, this has seen some good results this year, a concerted recruitment campaign has seen the number of foster carers rise to 65 this year. Although this is a positive increase, increasing demand means supply at times does not keep up with demand. Active campaigns will continue.</p> <p>This year we have collaborated with Blaenau Gwent to implement the MYST service, a Multi-disciplinary Intensive Therapeutic Fostering Service for Looked After Children and Young People, which through the Integrated Care Fund investment will help to support children with complex needs within a foster care setting and equip a new generation of carers to support our young people with complex needs.</p>
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Well-being of Future Generations Act impact



Contribution of Council goal to Future Generations Act 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
✓		✓	✓		✓	


The long-term nature of this goal is intrinsic to its success. Working with and involving children and young people, as early as possible, to identify their needs will give them the best chance of achieving their maximum potential. Preventing problems before they start will provide our young people with the best chance to develop. By focusing on prevention we will aim to reduce the number children who rely on statutory services and should support them in a way that provides them with a better outcome. Using a collaborative approach and aligning services provides a rounded resource, with the right people in the right place at the right time. It also reduces duplication, avoids the need for multiple referrals and provides a complimentary methodology of care that works in harmony for the young person. Overall, this approach integrates the needs of our young people, ensuring they have the best opportunity to achieve their goals.


Measures of progress				
Measure	Previous	Current	Target	Comment
Percentage of pupils achieving 5 good GCSEs at grade A* - C including English and mathematics	67%	59.5%	71.3%	Current is 2017/18 academic year data.
Free School Meals attainment gap across all key stages (percentage point change, pp) i) Foundation Phase ii) Key Stage 2 iii) Key Stage 3 iv) Key Stage 4	i) 9.9pp ii) 10.2pp iii) 18.8pp iv) 43.8pp	i) 10.0pp ii) 10.6pp iii) 27.4pp iv) 47.8pp	i) 11.1pp ii) 7.6pp iii) 14.6pp iv) 32.5pp	Current is 2017/18 academic year data.
Percentage of pupils who take part in sport on three or more occasions per week ¹	48.8%	45.0%	55%	Previous is 2015 and current is 2018 survey data from Sports Wales.
Proportion of Council staff trained to the appropriate safeguarding levels		Data being collated	Not set	Recorded as part of the HR System. Data currently being updated by each department's designated safeguarding lead and HR.
Percentage of looked after children who experience non-transitional school moves	9.5%	5.3%	<12.7%	
Percentage of children and young people at the end of Key stage 2 in Monmouthshire Primary Schools who move to a secondary school in the county	77.7%	75.4%	Increase	Current is summer 2018 data. Updated calculation method applied in 2018.
Percentage of pupils with a statement of special educational learning needs educated in mainstream setting within the county	67.6%	69.7%	Increase	
Percentage of Year 11 leavers not in education, training or employment (NEET) ²	1.4%	1.6%	1.2%	Current is 2018 data, data produced annually by Careers Wales.

Goal B:


Monmouthshire County Council Goal B: Thriving and well-connected county	
Why we are focusing on this	Summary of progress in 2018/19
<p>Monmouthshire has the second highest level of economic competitiveness in Wales with the highest rate of business births. Whilst productivity is comparatively high, more needs to be done to increase Gross Value Added in existing and new industries. Monmouthshire is the closest point for business relocation, post cessation of the Severn Bridge Tolls, and this means seizing the opportunity to boost research and development capacity. We will develop a clear strategy that articulates our distinct strengths and goals for enhancing competitiveness, innovation and productivity.</p> <p>We want Monmouthshire to be a place to be – not just a place to be from - so we will review our Local Development Plan to ensure it is meeting our needs. The delivery of quality, sustainable, affordable housing will help enable the retention of young people, helping combat ‘brain drain’, and will assist in managing the social and economic challenges associated with a rapidly ageing population.</p> <p>We will tackle the barriers to productivity, and focus on sustainable infrastructure and connectivity. Externally, developing such foundations will enable businesses and community enterprises to deliver employment, growth and prosperity. Post-Brexit, this will better enable businesses to look beyond our shores for customers. Internally, we will unlock the value of our own procurement spend, developing data-driven enterprise and commercial mindsets, and more innovative approaches to local market creation.</p>	<p>Progress evaluation: Level 4 - Good</p> <p>Work has progressed to support new and existing businesses in the county, with advice and support being provided to 82 pre-start and existing businesses.</p> <p>Programmes to improve the prospects for school leavers at risk of becoming NEET has continued, with successes in the outcomes for the young people involved.</p> <p>There has been considerable progress with projects related to the Cardiff Capital Region City Deal, with significant financial commitments being made specifically to regeneration projects in Monmouthshire.</p> <p>Work to improve digital connectivity has seen significant investment, with hundreds of premises benefiting from better internet services. Despite this, the digital deprivation rate within Monmouthshire stands considerably higher than in our neighboring authorities and a digital deprivation action plan is being developed to identify opportunities to address this issue.</p> <p>Five companies were awarded £50,000 of GovTech funding from the Cabinet Office to develop and pilot solutions to loneliness and limited rural transport in our communities. They worked with local people and organisations to co-produce their concepts.</p> <p>Several Local Development Plan (LDP) targets relating to housing provision are not currently being achieved. Work on the replacement LDP is underway; the</p>

			revision will ensure Monmouthshire maintains statutory Development Plan coverage to shape and manage development proposals.
Detailed Progress update			
Commitment to action	Progress rating	What we said we would do	Progress in 2018/19
6) THE COUNCIL DEVELOPS AND DELIVERS A NEW ECONOMY AND ENTERPRISE STRATEGY  	Taking steps	6.1 Work with business to create and deliver a new strategy focused on increasing competitiveness, productivity and innovation	Delivery of the Monmouthshire Business Growth and Enterprise strategy 2014-2020 is on target; advice and support has been provided to 82 pre-start & existing businesses. Engagement with local businesses is ongoing regarding wide ranging issues such as support and events being delivered by Business Wales and Superfast Business Wales, the business rates relief scheme and other issues of concern to local businesses.
		6.2 Develop incentives and support to encourage indigenous business growth and inward investment	Numerous land and property searches have been conducted and potential sources of funding have been identified for a range of start-ups and existing businesses.
		6.3 Develop more employment opportunities for young people to reduce the numbers leaving the county	<p>A draft Monmouthshire County Council Apprentice, Graduate and Internship Strategy and tool kit has been developed and consulted on. The strategy aims to develop and support apprenticeship, graduate jobs and internships across the local authority.</p> <p>Numerous events have been celebrated, International Women's Day with Caldicot School, Global Entrepreneurship Week with Caldicot, Chepstow, Monmouth and King Henry School, and National Apprenticeship Week with the Council.</p> <p>Numerous programmes of work are underway for school-leavers to ensure the numbers of those known not to be in Education, Employment or Training (NEET) are reduced and to improve their opportunities to enter work following education. Work is ongoing with the Inspire2Achieve and Inspire2Work programmes, but is behind target on enrolments; it is on target for</p>



			<p>qualifications, further education/college and employment. Cabinet approved an extension for I2A and I2W to 2021 and 2022 respectively, including match funding and amendments to the profile of the programmes.</p> <p>Statistics on the percentage of young people NEET for 2018 show:</p> <p>Year 11 – 1.6% compared to 1.4% previous year; LA target for 2018 is 1.2%</p> <p>Year 12 – 0.5% compared to 1.4% previous year; LA target for 2018 is 1.2%</p> <p>Year 13 – 1.4% compared to 2.1% previous year; LA target for 2018 is 1.9%</p>
		6.4 Ensure planning policies and land allocations for employment uses enable appropriate growth sectors.	An Employment Land Review has been commissioned to inform the new LDP; a review of the Local Employment Evidence Base for the sub-region is also being conducted, a joint project with Torfaen, Blaenau Gwent, Newport and Caerphilly. An Economies of the Future study has been completed by consultants, a joint project with the Business and Enterprise Team. A member workshop is being carried out in June to consider the council's growth ambition.
7) THE COUNCIL MAXIMISES ECONOMIC POTENTIAL THROUGH DELIVERING THE CARDIFF CAPITAL REGION CITY DEAL 	Progressing well	7.1 Lead 'Innovation theme' and play a key governance role in the Cardiff Capital Region	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. Cardiff Capital Region City Deal reported an underspend for financial year 2018/19 giving confidence that the framework is being well managed.
		7.2 Develop and deliver projects of regional significance including capitalising on new Compound Semiconductor Foundry	Work is progressing on the Compound Semiconductor Foundry, within its first year, 46 highly-skilled technicians and engineers have begun work at the compound semiconductor facility, backed by the Cardiff Capital Region (CCR) City Deal.

<p>8) THE COUNCIL DELIVERS BETTER INFRASTRUCTURE CONNECTIVITY & OPPORTUNITY</p> 	<p>Progressing well</p>	<p>8.1 Develop and deliver solutions to improve rural broadband</p>	<p>The Council has continued to work with Welsh Government to support access to Superfast Cymru and is one of three local authorities represented on the Advisory Panel. Delivery of the Rural Community Development Fund broadband deployment project has been completed, with up to 500 premises now able to connect to the new network.</p> <p>In January, Welsh Government signed a grant agreement around the next phase of rollout for Monmouthshire for Superfast Cymru 2; discussions will commence in March regarding the next phase of the rollout. This will secure a further £160k to allow a further 550 'white' premises to be connected to the internet.</p> <p>Research suggests that the next phase is unlikely to solve all the digital deprivation issues, and it is estimated there will still be 9000 households/premises that will be white post codes, suggesting we will need even more solutions. The current digital deprivation rate within Monmouthshire stands at 12.5%, considerably higher than the other Cardiff Capital Region Local Authorities who sit at 3% to 4%. A digital deprivation action plan is being developed to identify opportunities to address this issue.</p> <p>Monmouthshire is one of three locations to benefit from the learning associated with a £2m funding programme to trial the use of pseudo-5G technology acting as a testbed to bring world-class digital infrastructure to Monmouthshire.</p> <p>A successful bid was submitted to UK Government, with regional colleagues across the Cardiff Capital Region, for circa £8 million (£2 million in Monmouthshire) to develop a Local Full Fibre Network across the county. This includes 46 Anchor Tenancy sites and 39 site upgrades to aid improvements to broadband connectivity within the County.</p>
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		8.2 Develop a range of options to improve rural transport and better public transport linked to opportunities throughout the Cardiff Capital Region	<p>A Rural Transport Study, commissioned through the Rural Development Plan, identified numerous challenges regarding transport and access in the county, and made recommendations on potential measures to take forward.</p> <p>The Council GovTech challenge, funded by the Cabinet Office, was launched in July 2018 to encourage technology firms to develop and pilot solutions to loneliness and limited rural transport in our communities. 57 applications were received and from these, five companies were awarded £50,000 of funding from the Cabinet Office to conduct research into their proposed digital solutions. They worked with local people and organisations to co-produce their concepts, and these were presented at the end of March.</p> <p>If the GovTech pilots show enough promise then two of these could be awarded up to £500,000 each from the Cabinet Office to turn the proposals into working prototypes that would be tested in Monmouthshire Communities.</p>
		8.3 Enhance the quality of local highways services	<p>The Monmouthshire highway maintenance programme continues to be delivered by prioritising schemes on the basis of need, within the budget available. New opportunities for maintaining the highway network, and associated assets, utilising new technology and construction methods, continue to be explored.</p> <p>In 2018/19, 2.7% of A roads and 4.7% of B roads were classified as being in poor condition.</p>
		8.4 Identify ways to reduce the difference in pay between men and women in the county	<p>A Social Justice Strategy has been developed and 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 and activities for the next four years; this includes programs of work related to overcoming inequalities in access to economic prosperity.</p>

<p>9) THE COUNCIL PROVIDES MORE OPPORTUNITIES FOR LOCAL LIVING, WORKING & LEISURE</p> 	<p>Taking steps</p>	<p>9.1 Review the current Local Development Plan to ensure an appropriate supply of land for homes and businesses</p> <p>9.2 Participate in and shape opportunities for regional strategic land-use development plans</p> <p>9.3 Increase the volume, quality, variety and affordability of housing</p>	<p>The latest information from 2018 on the average (median) weekly earnings for employees working in Monmouthshire shows there was a £109 difference in pay between men and women.</p> <p>Several Local Development Plan (LDP) targets and monitoring outcomes relating to housing provision are not currently being achieved, including new dwelling completions and affordable dwelling completions. In 2018/19, Monmouthshire had 4.0 years supply of housing land, this a slight increase from 3.9 years in 2017/18. A policy has been put in place to clarify how proposals for housing on unallocated sites is dealt with. In 2018/19 443 new dwellings were completed, this is an increase from 279 in 2017/18, although it's below the LDP target. Of the dwellings completed in 2018/19, 131 were affordable homes, above the 96 target.</p> <p>Work on the replacement LDP is underway. The initial call for candidate sites ended in November 2018 and 220 sites were submitted. Consultation has taken place on the issues facing the county and communities, on a vision for the LDP, and on objectives to address those issues and achieve the vision. Consultation begins in July 2019 on the growth and spatial options. The revision will ensure Monmouthshire maintains statutory Development Plan coverage to shape and manage development proposals and enable the Council's growth ambition and core purpose of building sustainable and resilient communities.</p> <p>The Council is committed to the preparation of the Strategic Development Plan (SDP) for the South East Wales region and chairs the Officer SDP Project Group, as well as the SE Wales Strategic Planning Group. The Cardiff Capital Region Joint Cabinet has agreed a paper setting out the proposed governance and resourcing of the SDP. A report will now be brought before each of the ten constituent County Councils before October to seek agreement to proceed with the SDP.</p> <p>Council has approved the findings of the initial appraisal into the feasibility and need for the Council to set up its own development company to undertake</p>
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			<p>residential and commercial developments. A further report on the proposed Development Company will be considered by Council in September 2019.</p> <p>The delivery of quality, sustainable and affordable housing continues to be a focus through various programmes. Monmouthshire Lettings Service now have 63 units of shared accommodation and 23 properties signed up to be managed on behalf of landlords.</p>
		9.4 Provide flexible support for business and tourism development	<p>The Destination Management Plan (DMP) for Monmouthshire establishes a clear framework to address identified priorities and deliver year round sustainable tourism growth. A number of objectives are identified including consolidating Food Capital of Wales status for Monmouthshire and encouraging investment in the serviced accommodation sector. Latest STEAM (Scarborough Tourism Economic Activity Monitor) figures for Monmouthshire show that in 2018 tourism contributed £218.93m to the County's economy, a 3% increase on the 2017 economic impact figure. There were a total of 2.24 million tourist visitors in 2018, a decrease of 2.8% from 2.30 million in 2017. (The number of day visitors fell by 5.1% but staying visitors increased by 5.3% between 2017 and 2018). The number of FTEs supported by tourism increased by 0.7% over the same period to 2,989.</p> <p>The Events Team was established in 2018 with a focus on promoting Monmouthshire as a key destination for events through the provision of a county wide programme that is safe and accessible for all. The team is delivering a programme of corporate and commercial events, whilst also supporting community events organisers across the county and the wider Gwent region.</p>
10) THE COUNCIL UNLOCKS ECONOMIC VALUE OF ITS SPENDING POWER	Taking steps	10.1 Review our procurement spend, improve analysis of expenditure and build local supply chains where possible	<p>We have developed a progressive, fit for the future Procurement Strategy 2018-2022. It provides clarity on the additional value streams that can be driven through the Council's third party spend on goods, services and works, and attempts to award contracts on the basis of whole life cost.</p> <p>The Procurement Strategy is underpinned by a stretching action plan that looks to award contracts on a combination of factors to include overall price,</p>

 			as well as quality, and a number of additional factors that might benefit the citizens of Monmouthshire. These might include creating opportunities for Small & Medium Enterprises (SMEs) to be awarded work both as primary contractors and as part of larger contractor's supply chains, as well as the potential to require suppliers to create local apprenticeship opportunities within the county.
	10.2	Reduce waste by committing to the principles of a 'circular economy'	Work is underway to facilitate a deeper analysis of our procurement expenditure which will then enable opportunities to be explored using circular economy principles.
	10.3	Ensure we play an active part in national-led commissioning consortia	We are active members of the National Procurement Service for Wales (NPS) and the Welsh Local Government Association (WLGA) Heads of Procurement discussions, and look to influence the scope of both national and regional sourcing discussions to ensure the best possible outcome for the citizens of Monmouthshire.

Well-being of Future Generations Act Impact

Contribution of Council goal to Future Generations Act 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
✓	✓	✓		✓	✓	✓

This goal is aimed at the long-term viability of Monmouthshire as a thriving place to live, work and visit. The City Deal is one example where we work collaboratively with neighbouring authorities to maximise opportunity. Keeping Monmouthshire thriving and well-connected promotes integration and will impact on the social, economic, environmental and cultural well-being of the county. 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 goal will focus on ensuring decisions are made with future generations in mind and takes a preventative approach to help enable the retention of young people.

Measures of progress				
Measure	Previous	Current	Target	Comment
Gross Value Added (£ per head) ³	£20,303	£21,220	Increase	Gross value added estimates the total output of an economy Current data is from 2017.
Difference in average pay between men and women ⁴ :	£41.8	£109.6	Reduce pay difference	The average (median) weekly earnings for employees working in Monmouthshire, recorded on a calendar years basis; current is 2018 data. 2017 data shows a significantly lower difference in pay, this result varies significantly from recent years' trends.
Men	£546.30	£578.90		
Women	£504.50	£469.30		
Average weekly earnings of people who work in Monmouthshire ⁵	£538.6	£537.8	Increase	The average (median) weekly earnings for employees working in Monmouthshire, current is 2018 data.
Number of active business enterprises in the county ⁶	4120	4170	Increase	Data is recorded on a calendar year basis; current is 2017 data.
Number of businesses assisted by Monmouthshire Business and Enterprise and referrals to partners	63	82	75	
Proportion of premises with access to high speed broadband	Not available	80.08%	Increase	Data provided by Welsh Government and relates to infrastructure built by Superfast Cymru in phase 1 which completed December 2017.
Number of market and affordable housing units built ⁷	279	443	488	488 dwellings per year are needed from 2014 -2021 to meet the LDP housing need requirement of 4500 dwellings.
Total income generated from tourism ⁸	£212.61 million	£218.93 million	10% increase by 2020	Data is recorded on a calendar year basis; current is 2018 data. Target from 2015 base of £186.65 million (£201.77 million indexed at 2018) This can be influenced by a range of factors, not entirely in the Council's control.


Goal C:

Monmouthshire County Council Goal: C. Maximise the Potential of the natural and built environment	
Why we are focusing on this	Summary – Progress in 2018/19
<p>Monmouthshire has a spectacular natural environment, a unique heritage value and a culturally rich identity. We believe that necessary growth, development, and expansion of our place, need not compromise our distinctive offer; indeed it should complement and enhance it. We will play our part in tackling climate change. As an agricultural and food producing county, we recognise the moral and economic impetus around reducing food waste and the impact on greenhouse gases. We support the principles of the 'circular economy' and the recycling and restoration of goods, and want to work with businesses and organisations that subscribe to these too.</p> <p>We will maintain the internal corporate systems, policies and asset management plans that emphasise carbon reduction, energy resilience and a green Council culture. Connected to this, we will safeguard the wider environmental interests of our rural communities through developing multi-agency approaches to road safety.</p> <p>We will continue to recognise the value of our culture and heritage in enhancing the livability of our county. We will work with partners and communities to enhance our high quality recreational and cultural facilities to provide opportunities for people to learn develop and enjoy themselves and help attract the talent so key to driving a strong economy.</p>	<p>Progress evaluation: Level 3 – Adequate</p> <p>New waste and recycling collections started in Monmouthshire in March to improve recycling services and minimise costs. Some residents have been affected by missed collections and a lot of work has been undertaken to minimise the impact to residents. Audited data from Welsh Government for 2018/19 shows the percentage of materials recycled has dropped for a second year to 63.37%, which is below the 64% required by Welsh Government. Electronic reporting of fly tipping and developing a littering strategy are some of the other developments.</p> <p>Our green infrastructure approach has benefitted from a Welsh Government grant in Caldicot, and the Council is leading on a 3-year collaborative project with the five Gwent local authorities and NRW, called the Gwent Green Grid Partnership. The Resilient Greater Gwent partnership is also supporting biodiversity and resilient ecological networks in Monmouthshire, and is being supported by Welsh Government's Enabling Natural Resources and Well-Being (ENRaW) grant.</p> <p>To reduce our carbon footprint, we have developed a specification for a refit programme for mechanical and electrical infrastructure. We have been working with the community and others to understand more about climate change and how we, as a council, need to be taking action.</p> <p>We have submitted an application to the National Heritage Lottery Fund to support a MonLife Heritage Strategy, which will be used to develop some of our most valued assets. Other investment projects include works to improve</p>


			Abergavenny's Borough Theatre, and a business plan to safeguard and improve the Wye Valley River Festival.
Detailed Progress update			
Commitment to action	Progress rating	What we said we would do	Progress in 2018/19
11) THE COUNCIL DEVELOPS & DELIVERS A SUSTAINABLE PLAN FOR ENHANCING THE LOCAL ENVIRONMENT 	Attention needed	11.1 Improve how we deal with litter and fly-tipping	<p>Fly tipping can now be reported using the My Monmouthshire App. In 2018/19, 879 reports of fly tipping were reported. Of those, 300 incidents were confirmed as fly tipping for which the Council was responsible for clearance. There have been some operational issues during the integration of the digital technology relating to recording and reporting back on fly tipping incidents. Of the 243 cleared fly tipping incidents accurately recorded, it took an average of 4.82 days to clear.</p> <p>Environmental Health continue to provide proactive and reactive investigations of fly tipping; 177 complaints were investigated in 2018/19. Officers have been authorised to issue fixed penalty notices for small scale fly tipping incidents in response to new legislation</p>
		11.2 Minimise the amount of waste that is sent to landfill	<p>A Monmouthshire Litter Strategy has been developed and was presented to select committee in November. The ambition is to make littering unacceptable behaviour and to seek new and innovative ways to reduce littering and to clear it promptly where it turns up.</p> <p>New waste and recycling collection services started in Monmouthshire in March to improve segregation of recycling materials (to reflect market demand for better quality) and thereby to better manage costs. These changes represent one of the biggest operational changes that Monmouthshire has undertaken for waste collections, with the introduction of a separate glass collection service, changes in collection times and new waste collection vehicles. Monmouthshire collects from approximately 44,000 households, which used to equate to 102,000 collections per week. From March collections have been reduced to 80,000 per week. New collection times were promoted via a leaflet, and the website has been updated to highlight new collection times. Some residents have been affected by missed collections. Crews worked well past their normal</p>




		<p>working time to rectify problems. Monmouthshire's contact centre and hubs were extremely busy with enquiries on the recycling changes and garden waste permit renewals.</p> <p>Audited data from Welsh Government for 2018/19 shows the percentage of materials recycled has dropped for a second year to 63.37%, which is below the 64% required by Welsh Government. It should be highlighted that, if imposed, Welsh Government may fine authorities £200 per tonne that has not been recycled below 64% in 2018/19. Should Welsh Government apply such fines, this could equate to a fine of around £55,000.</p> <p>There are numerous factors that can affect performance year on year. For example, the council's recycling figures are influenced by green (garden waste) recycling and in 2018/19, there has been a reduction in tonnage of garden waste collected and recycled.</p> <p>The larger changes relate to the volume of waste/recycling generated overall year on year. There has been a decrease of overall waste/recycling collected from 48,884 tonnes in 2016/17 to 47,781 tonnes in 2018/19. The reduction in itself could be seen as a welcome development as people are generating less waste overall. However, of concern is the marked reduction in dry recycling being collected. In 2016/17, 22,017 tonnes were collected; this dropped to 19,139 tonnes in 2018/19. In approximate terms, there has also been a corresponding increase in the level of residual waste.</p> <p>Welsh Government dataflow regulations have also adjusted how much wood waste may be counted as recycling. In 2016/17, 100% of wood waste could be considered as recycling but by 2018/19, this has been reduced to 30%. For 2018/19, it means that only 640 of 1750 tonnes of wood waste may be considered as recycling, again impacting upon recycling performance.</p> <p>The indications so far for the current year (2019/20) is that the performance remains poor and further resource will need to be allocated to campaigns to improve recycling performance and avoid the risk of financial penalties.</p>
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		<p>11.3 Deliver Green Infrastructure Policy</p>	<p>Green Infrastructure (GI) Management Plans have been prepared for a number of countryside sites; and will be extended across the remaining sites. A GI Capital grant from Welsh Government has enabled GI corridor improvements in Caldicot. A draft GI Strategy and action plan has been prepared and will now be subject to further consultation and scrutiny prior to seeking formal approval.</p> <p>A Lower Wye Catchments Natural Flood Management and GI pilot project with the Wye Valley AONB and Natural Resources Wales (NRW) is addressing natural flood management, access, and GI issues, including working with landowners in the Lower Wye Valley.</p> <p>The Council is leading on a 3-year collaborative project with the five Gwent local authorities and NRW, called the Gwent Green Grid Partnership. The project aims to deliver a consistent approach to GI management across Gwent and to produce a collaborative framework for co-productive development and delivery of the SE Wales Area Statement. The Council is also a partner in the linked Resilient Greater Gwent partnership to support biodiversity and resilient ecological networks. Both programmes are supported by Welsh Government's Enabling Natural Resources and Well-Being (ENRaW) grant.</p>
		<p>11.4 Secure and deliver funds for projects including Living Levels, Agri-urban and Air Quality</p>	<p>Following approval of a National Lottery Heritage Fund grant of £2.54M in December 2017, the Living Levels Landscape Partnership scheme has completed its first year of delivery. The first year has seen engagement with new audiences, support for events and learning, and the implementation of natural heritage restoration projects. Initial evaluation indicates more awareness and knowledge about the Gwent Levels amongst landowners and the people taking part in the Scheme's activities, including more knowledge about where the Gwent Levels are and about what is there.</p> <p>We have continued to progress the Clydach Ironworks site improvement scheme; although there have been delays, land acquisition is now completed and delivery of the scheme is planned for later in 2019.</p>

			<p>Although no new active travel routes have been implemented, there have been some improvements to active travel routes through small interventions. Based upon the Active Travel plans, a bid for funding was submitted to Welsh Government to improve infrastructure to encourage walking and cycling, which was successful.</p>
		11.5 Install real time air quality monitoring equipment in four schools	<p>During summer 2018, real time air quality monitoring sensors were installed in Chepstow Comprehensive and Usk Primary schools. The sensors continuously monitor nitrogen dioxide, sulphur dioxide, carbon monoxide, ozone, air temperature, humidity, and pressure. The schools have access to the data via a website and a number of educational packages. It is hoped that using the data as an educational resource will help raise awareness with pupils and parents regarding the importance of improving air quality. There are two further sensors available to be installed at Monmouth and Caldicot 21st century schools.</p>
<p>12) THE COUNCIL PRODUCES 'GREEN AND CLEAN' ENERGY</p> 	Taking steps	12.1 Develop local renewable energy schemes including a 2 nd solar farm	<p>The Council is working in collaboration with a number of partners to model the feasibility of alternative methods of providing heat and energy into existing homes in Caldicot. The project is modelling demand, generation and supply options and barriers to implementation. The project will be completed at the end of June and will be bidding for additional funds to develop the concept later this summer.</p>
		12.2 Reduce the carbon footprint of Council operations	<p>The Council is in the process of finalising a specification for the RE:FIT programme for mechanical and electrical infrastructure, and it is anticipated that the preferred supplier(s) will be appointed by the end of the financial year. The scheme seeks to take advantage of Salix and Council funding to generate savings to offset the implementation costs of new efficient technologies designed to reduce our carbon footprint and reduce revenue costs.</p> <p>The capacity of renewable energy in the council driven by the Council has slightly increased in 2018/19 to 6240 kw. There has been ongoing improvements to energy efficiency, particularly through property maintenance and street lighting improvements. In 2018/19 there has been a 9.9% reduction</p>

			<p>in council carbon dioxide emissions, when adjusted for weather factors the percentage reduction was 2.1%. In 2018/19 Council owned renewable energy installations generated the equivalent of 19.3% of the energy the Council uses.</p> <p>We have been working with the community to understand more about climate change and how we, as a council, need to be taking action. As part of this work, we discussed what declaring a climate emergency would mean for the council and ran a member's seminar to help members understand the issues relating to this, with a view to deciding what happens next. A motion on a climate emergency was carried at a Council meeting in May 2019.</p> <p>The recycling of road planings has reduced material costs and carbon footprint. Approximately 20/30 tonnes per week is being recycled and incorporated within the road network.</p>
		12.3 Trial and test hydrogen vehicles through partnerships with organisations such as Riversimple	With the support of the Council, Riversimple are preparing to run a 12 month trial of 20 Riversimple Rasa hydrogen fuel cell cars in Monmouthshire. The hydrogen refueling station has been installed in Abergavenny in preparation for receipt of the vehicles.
		12.4 Install battery charge points for electric vehicles in all towns	<p>Funded through the Rural Development Plan, a 12 month pilot has been underway to install electric vehicle charging points in The Vale of Usk area. The project started in Autumn 2017. Twenty charge points were installed and monitored over a twelve month period, and the final results were published in early 2019. Most venues have opted to retain their chargers for customers to use.</p> <p>The Council, along with the other four Gwent local authorities, has carried out a feasibility study on the need for more electric vehicle charging points across the county. The council asked the views of local residents on the need for such a service, and also locations where they could be placed. Findings from the feasibility study will help the council plan future provision for the county.</p>
	Taking steps	13.1 Work with speed safety professionals,	The Monmouthshire Road Safety Strategy (RSS) has been developed. The RSS sets out a coherent and coordinated plan of action to make Monmouthshire's

<p>13. THE COUNCIL KEEPS ROADS AND AREAS SAFE <i>Amended from 'rural roads' following a request from Council</i></p> 		<p>schools and others to develop technical and 'nudge' policies aimed at speed reduction</p>	<p>highways network safer for all users using a holistic approach based upon education, enforcement, engineering and communication. It has been developed in conjunction with the Welsh Governments Road Safety Framework for Wales. The RSS sets out what we intend to do to create safer streets for all road users over the next five years. It is important the residents of Monmouthshire and the organisations involved in road safety work together to achieve the targets set out in this Strategy.</p>
		<p>13.2 Support for Community Speed Watch and community-led speed safety initiatives</p>	<p>Whilst no formal speed safety initiatives were provided in rural communities within the 18/19 financial year, the Authority continued to monitor vehicle speeds following receipt of concerns from local residents, councillors and community and town councils to ensure the effective and safe flow of traffic on its highway network. Concerns were also forwarded through to partners such as Gwent Police and Go Safe to consider undertaking enforcement for those minority of motorists choosing to drive inappropriately and/or dangerously along the road(s).</p> <p>Notwithstanding this, the Authority will shortly be consulting upon a number of speed limit changes within rural communities as part of our next traffic regulation order, which is hoped will be fully supported by those residents living within the villages.</p>
<p>14. THE COUNCIL ENHANCES LOCAL HERITAGE THROUGH COMMUNITY OWNERSHIP AND DEVELOPMENT OF ARTS AND CULTURAL SERVICES.</p>	<p>Progressing well</p>	<p>14.1 Implement Museums' Review</p>	<p>A service review has commenced to consider the management of the overall museum collection and the day-to-day operation and opening of the museum sites to the public. The review will identify options and make recommendations to Members for future delivery to ensure that these services remain sustainable for the longer term.</p>
		<p>14.2 Submit Heritage Lottery Fund bids to enhance facilities in towns</p>	<p>We have recently resubmitted an application to the National Heritage Lottery Fund to support a MonLife Heritage Strategy and the main stage of the Museum Collections Rationalisation Project. The proposal embraces the fourteen historic/heritage sites, the museum collections and wider heritage assets across the countryside, scheduled ancient monuments and sites of nature conservation importance.</p>

  			<p>We are seeking support to establish a robust and evidence-based Heritage Strategy to sustain, manage and develop these assets. The recommendations made in the strategy can feed into more significant heritage fund applications; the outcome of the bid will be known in September.</p>
	14.3	Enable community-led arts and heritage presence in each of our five towns	<p>The Wye Valley AONB has prepared a business plan to cover the period 2019-2024 and the next three Wye Valley River Festivals planned to take place in 2020, 2022 and 2024. The strategic aims for this period focus on creating a quality product that moves towards a sustainable future with a separate identity.</p> <p>Abergavenny's Borough Theatre has secured an Arts Council grant that will fund improvements to the structure of the building, making it a suitable setting for international performers, local community groups and school celebrations. The Council, as owners of the theatre, will also provide match-funding for the project, which is expected to cost approx. £300,000. Among the enhanced features will be new seating, improved access and lighting, and a makeover for the foyer area and toilets. Furthermore, the newly formed Events Team is tasked with providing strategic advice and support in order to enhance the service provided by the theatre.</p>
	14.4	Protection and enhance our built heritage	<p>In September 2018, the Cardiff Capital Region (CCR) Regional Strategic Plan for Regeneration (2018-2021) was approved, which will facilitate delivery of the Welsh Government's Targeted Regeneration Investment Programme 2018-21. The plan includes specific regeneration proposals for South East Severnside, totaling circa £10M.</p> <p>In November, the Caldicot Cross Destination Space, the co-working/enterprise space with the Caldicot Community Hub, and the Urban Centre Property Enhancement fund proposals were approved by cabinet, and form part of Monmouthshire's South East Severnside proposals contained within the CCR Regeneration Plan. Works for the Enterprise Hub will start in August and the Cross Destination Space works will commence in September.</p>

Well-being of Future Generations Act impact

Contribution of Council goal to Future Generations Act 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
✓	✓	✓		✓	✓	✓

Monmouthshire is a beautiful place, with a stunning natural and built environment. We have a collective responsibility to ensure this is available for future generations to enjoy so our plans must be focused on the long-term and look to prevent problems from occurring in years to come. Involvement is required with partners and communities to maximise the potential of the environment within the county. Working in collaboration with organisations who can enhance our environment will provide expertise in all aspects of our work, for example this will allow us to trial the latest technologies in renewable energies and hydrogen. 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.


Measures of progress

Measure	Previous	Current	Target	Comment
Ecological footprint of Monmouthshire residents (global hectares) ⁹	3.42	Not available	Decrease	Previous is 2011 data. Indicator is part of national indicators for the well-being of Future Generations Act.
Percentage reduction of Council carbon dioxide emissions	8.4%	9.9%	3% reduction per year	This relates to carbon emissions from stationary sources, for example buildings and street lighting. Weather conditions can influence this indicator. When adjusted for weather factors the percentage reduction was 2.1%.
Percentage of waste recycled	65.77%	63.37%	66%	Current is 2018/19 data. The Monmouthshire County Council target for 2018/19 was 66%, the Welsh Government requirement was 64%.
Capacity of renewable energy in the county driven by the Council	6152 kW	6240 kW	6215 kW	

Average number of days taken to clear fly-tipping incidents	Not available	4.82	Baseline	New indicator, replacing the 'the percentage cleared within 5 working days' indicator.
Percentage of streets that are clean	97.7%	97.2%	97.5%	
Total amount of Rural Development Plan funds committed to projects in Monmouthshire	£250,378	£194,702	£1,674,000 Dec 2021	Total expenditure to date: £852,797
Number of rural communities in which speed safety initiatives are supported	Not available	0	Baseline	Recording commenced in 2018/19 reporting year.
Number of new active travel routes ¹⁰	Not applicable	0	1	In 2018/19, the target was to implement one scheme and develop a further 10 schemes.
Levels of nitrogen dioxide (NO2) pollution in the air ¹¹	11	8	Decrease	Current is data from 2017

Goal D:


Monmouthshire County Council Goal: D. Lifelong well-being	
Why we are focusing on this	Summary of progress in 2018/19
<p>Developing well-being and adopting community-focused approaches is about changing practice and lives. We will continue to commit to the personalisation of care and true collaboration with people who have care and support needs and carers.</p> <p>Making deep relationships the norm is challenging – but it is the right thing to do and developing really effective partnerships and supporting individual family and community resilience is key to this. Creating good social support systems relies on more than just the economic and wealth creation aspects of our work. We will work to create prosperity for all and this means taking into account economic and social wellbeing.</p> <p>We will cultivate social capital and promote access to opportunity and in so doing, will work towards better physical and mental health and social care outcomes. Our approach will take a strengths based approach to encouraging independence, self-care, support, learning, and engagement.</p>	<p>Progress evaluation: Level 4 – Good</p> <p>The Care at Home service is being completely remodeled; instead of concentrating on completing tasks in short time periods, home carers focus on relationship-based care working more flexibly with people based on what matters to them.</p> <p>The place based approach continues to be developed where advice and assistance is being delivered in people’s communities through a range of providers to support people’s well-being within their communities.</p> <p>A Social Justice Strategy has been developed and demonstrates the Council’s commitment to address inequalities and improve outcomes for the county’s people and communities.</p> <p>As part of this strategy, a draft “Connected Monmouthshire” plan has been developed with partner agencies.</p> <p>A new volunteering policy position has been approved. Monmouthshire, A County That Serves (ACTS) volunteering programme is helping to highlight and support volunteering opportunities available within the county.</p> <p>Following extensive investigative work and thorough consideration of the business case, Council decided not to progress with externalising Tourism, Culture, Leisure and Youth Services, but to retain services in-house with a commitment to a fundamental programme of renewal and transformation.</p> <p>The Monmouthshire Games continue to take place in each of the county’s four leisure centres during school holidays for children aged 5 to 12. As well as physical exercise, among the benefits offered are an appreciation of teamwork, healthy</p>


			eating and the impact of role models. Monmouthshire’s National Exercise Referral Scheme has recently celebrated its tenth birthday. Since its beginning, it has helped over 10,000 people in the county. In 2018/19, 54% (464 participants) completed 16 weeks of the programme.
Detailed Progress update			
Commitment to action	Progress rating 18/19	What we said we would do	Progress in 2018/19
<div>15) THE COUNCIL ENABLES CONNECTED AND CARING COMMUNITIES SUPPORTING PEOPLE TO LIVE INDEPENDENTLY</div> <div></div>	Progressing Well	15.1 Maximise the opportunities for all people to live the lives they want to live and the positive outcomes they identify.	<p>The overall focus in Adult Social Services remains transforming practice through placing relationships at the heart.</p> <p>Adult social services have a well-established programme looking at transformational approaches to the delivery of care at home. The Council’s Care at Home service is being completely remodelled where, instead of concentrating on completing tasks in short time periods, home carers focus on relationship-based care working more flexibly with people based on what matters to them. By focusing on supporting people this way, we are seeing improvements in personal outcomes and well-being. The model has considered responsibilities under the Social Services and Well-being Act, Future Generations Act and the Regulation and Inspection of Social Care (Wales) Act.</p> <p>The model has also developed an approach that changes the relationship between commissioners and service providers, working towards a shared aspiration of better outcomes for individuals which continues to be advanced.</p> <p>Reablement provides intensive short-term interventions aiming to restore people to independence following a crisis. At the end of the six-week reablement period, the goal is for people to be independent and not necessarily need long-term services in the immediate future. 74.32% of all people who received reablement had no package of care and support six months later.</p> <p>Measurement of personal outcomes is being embedded within teams as a means of understanding whether we are able to support people to achieve the things that</p>

			<p>matter most to them. The quality and progress of recording personal outcomes is being monitored so that this could develop into a more robust measure of progress in future.</p>
		<p>15.2 Co-produce our approaches to well-being, care and support</p>	<p>Monmouthshire is developing a place based approach where advice and assistance will be delivered through a range of providers to support people's well-being within their communities. This is a way of working that builds a network of community support by bringing a range of agencies together with a shared purpose of supporting people's wellbeing. We are able to share skills, expertise and time, and increase the opportunities for people to access support in the community without coming into formal social services.</p> <p>The Most Significant Change methodology has been used to evaluate the community based work. This places the importance of stories from people directly as the most important evidence of change, and helps capture the impact the approaches developed are having.</p> <p>In August 2018, Monmouthshire launched its new health and social care service for the Usk and Raglan area. This is the newest addition to the integrated hub development across Monmouthshire. The integrated health and social care hubs are the cornerstone of place based delivery. This new hub delivers services offered by our social care team and the Aneurin Bevan University Health Board. Among those operating from the centre are social workers, community nurses, occupational therapists, physiotherapists and community well-being officers. The centre is bringing services closer to communities in the Usk and Raglan area.</p>
		<p>15.3 Develop opportunities for people to be involved in their local communities reducing isolation and loneliness</p>	<p>As part of the social justice strategy, a draft "Connected Monmouthshire" plan has been developed with partner agencies. Views have been sought on what people think is important and what should be done to help tackle loneliness and social isolation, and where we have potential gaps in provision. Existing provision on issues related to loneliness and isolation is being mapped. Further work is being undertaken to develop a greater understanding of loneliness and isolation across the life course in Monmouthshire.</p>

		15.4 Improve opportunities for people with care and support to actively contribute through employment and volunteering	<p>'My Day, My Life' is a person-centred approach to support for people with learning disabilities. In the last year, this approach has been expanded through 'My Mates', wider networks and personal relationships. 'My day, My Life' continues to support people to live their lives in a way that matters to them and for them to access community opportunities as an alternative to paid services.</p> <p>The 'My Mates' project helps people with disabilities form confident friendships and live "with passion and purpose". It enables members to take part in a range of social events, and to receive advice and information by the My Mates Coordinators in a safe and supportive environment. Due to its success, the project has expanded to include people from across Gwent and now has 206 members.</p>
<p>16) THE COUNCIL DELIVERS ON SOCIAL JUSTICE, BETTER PROSPERITY AND REDUCING INEQUALITY</p> 	Taking steps	16.1 Reduce child poverty and social isolation and improve economic inclusion	A Social Justice Strategy has been developed and 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 and activities for the next four years. This includes programs of work related to overcoming inequalities in access to economic prosperity, giving children the best start in life and overcoming barriers to attainment and opportunity and to tackle the scourge of loneliness and isolation.
		16.2 Promote equality and diversity and ensure opportunities are genuinely available to all	<p>We have an established Strategic Equality Plan (SEP), which has equality objectives and an accompanying action plan; a requirement under the Equality Act 2010. Annual monitoring reports provide updates on progress on the action plans and evidences good practice being carried out across the council departments. The annual report for 2017 and 2018 for the second SEP 2016-2020 has been scrutinised by Strong Communities Select Committee.</p> <p>The Council's new Strategic Equality Plan (3) is being developed and will align to the evidence gathered in the Well-being Assessment as a requirement of the Wellbeing of Future Generations Act. It will also align to the council's Social Justice Strategy and the key elements of the Equality and Human Rights Commission's, 'Is Wales Fairer' report for 2018, which are relevant to Monmouthshire.</p>

			<p>The Monmouthshire Inclusion Group has been re-established as a task and finish group with varied membership, and will deal with issues as directed by the Social Inclusion Officer Network.</p>
		<p>16.3 Advance social justice and well-being through Asset Based Community Development</p>	<p>The social justice strategy sets out to develop an Asset Based Community Development approach with communities and partner organisations to keep the community at the heart of what we do. The methodology for this is to take a 'place based approach', working with communities to identify their own strengths and areas for development and well-being.</p> <p>The community and Partnership Development Team have undertaken a county-wide road-show called 'Big Ideas', engaging with members of the public and the wider community about the things that matter to them. Taking an asset-based approach, people were asked 'if three other people were willing to help, what would you like to do to make your community even better?' The response to this has been extremely positive, with community members coming forward with ideas and projects that they felt passionately enough about that they would be willing to get involved and help to develop further.</p> <p>This piece of work has been recognised by the PSB who are keen to capitalise on this by growing and supporting active citizenship throughout the county. The 'Big ideas' captured through this engagement may only be 'seed' ideas, but with Council and PSB partners ability to support, unlock and enable communities to take action on the things that matter to them, they could become key to how we grow a resilient and resourceful county for years to come.</p>

<p>17) THE COUNCIL ENABLES BETTER LOCAL SERVICES THROUGH SUPPORTING VOLUNTEERS AND SOCIAL ACTION</p> 	<p>Taking steps</p>	<p>17.1 Ensure meaningful community engagement to understand the assets and priorities in each locality</p> <p>17.2 Approve volunteering policy and support the Community Volunteering Academy</p>	<p>The Community and Partnerships Development Team have worked to develop stronger community networks of volunteers, active citizens and third sector groups who are passionate about their community and who recognise the difference they can make.</p> <p>A countywide road show called 'Big Ideas' has been undertaken, engaging with members of the public and the wider community about the things that matter to them. Engagement continues through a variety of the Council's online platforms, face to face and at events. An example of this was the Council pavilion at Usk Show, where visitors were invited to provide honest and open feedback about how the Council currently interacts with residents.</p> <p>A new volunteering policy position has been approved. Monmouthshire, A County That Serves (ACTS) volunteering programme is helping to highlight and support volunteering opportunities available within the county. A Volunteering Toolkit and Network are in place and we deliver leading volunteering training to staff that support volunteers. The volunteering programme has been successfully delivered over 2018-19 with 1050 volunteers currently on the volunteer database. A celebration event was held in the summer at Shire Hall to recognise the commitment and achievements of our volunteers.</p> <p>A Digital Volunteer Management System, the Volunteer.Monmouthshire system, has been implemented for volunteer recruitment, communication, capturing outcomes and publicity of opportunities. There is ongoing work to embed the use of the system in the Council's functions.</p> <p>Service area champions have also been introduced to ensure that all current and new volunteers are recruited through the appropriate channels. In June 2019, the first Volunteering Conference was held to put volunteering at the forefront of council planning for the future.</p> <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. Three community networks</p>
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18) THE COUNCIL BOOSTS LEISURE, RECREATION AND WELLBEING 	Taking steps		events have been held in the towns of Abergavenny, Monmouth and Chepstow, with over 130 stalls held by volunteer organisations and approximately 600 people footfall across the three events. This provided an opportunity to give recognition to those who are playing an active and vital role in our communities, and an opportunity to explore ways in which we can work alongside them.
		17.3 Extend the reach of Monmouthshire Made Open as a technology-enabled tool for promoting civic action	Work has been undertaken with community groups to understand how we can best utilise the Made Open platform. The partnership approach is being updated. Discussions on the future of the platform and its potential benefits and uses are underway.
		18.1 Deliver a new pool and leisure facilities in Monmouth	Monmouth Leisure Centre was fully reopened in February 2019. The £7.4m project includes a range of facilities to support well-being and a brand new, state of the art five lane 25 metre swimming pool, 50 station fitness suite, dedicated spinning and exercise class studio, beauty treatment rooms and a health spa.
		18.2 Complete a business case on transfer of services to an Alternative Delivery Model	Following extensive investigative work and thorough consideration of the business case, Council decided not to progress with externalising Tourism, Culture, Leisure and Youth Services, but to retain services in-house with a commitment to a fundamental programme of renewal and transformation.
		18.3 Use section 106 funding strategically to develop local projects that maximise well-being	<p>The Council has established a Section 106 (S106) Working Group that has been operating for over 10 years. Its main purpose is to monitor the Section 106 agreement process from first stages to the spending of the monies raised.</p> <p>Proposals for changes to processes for negotiating Section 106 planning obligations and their subsequent implementation and monitoring have been scrutinised and implemented.</p> <p>S106 requests are put forward at pre-application advice stage and reviewed and confirmed at the application stage. Detailed S106 requests are reported to and agreed by Planning Committee as part of the decision-making process on proposed development.</p>

		<p>The S106 requests are informed by evidence and community input. A successful trial has been run over the last 12 months to coordinate green infrastructure, playspace, adult recreation and community facilities to ensure a more strategic use of S106 monies.</p> <p>All town and community councils have been asked to identify their local priorities to help inform S106 decisions. This will be refreshed in September/October 2019 to seek a full set of responses from all town and community councils.</p> <p>A project is under way to collate and clearly display what S106 money has been spent and where, to better inform members, communities and stakeholders what infrastructure had been provided as a result of new development.</p>
	18.4 Improve well-being through Exercise Referral Scheme, Monmouthshire Games and Dragon Sports	<p>The Monmouthshire Games continue to take place in each of the county's four leisure centres during school holidays for children aged 5 to 12. As well as physical exercise, among the benefits offered are an appreciation of teamwork, healthy eating and the impact of role models. There were 4,199 attendances in 2018/19. Last summer was the busiest ever with 3,021 attendances registered.</p> <p>Monmouthshire's National Exercise Referral Scheme has recently celebrated its tenth birthday; since its beginning, it has helped over 10,000 people in the county. The scheme works with people aged 17 years and over who have, or are at risk of developing, a chronic disease, and takes place in Monmouthshire's four leisure centres.</p> <p>1295 residents applied to access the National Exercise Referral Scheme in 2018/19. 852 participants went on to complete their first session in 2018/19, an increase from the 654 participants in 2017/18. 54% (464 participants) completed 16 weeks of the programme; this is a decrease from the rate of 74% (482 participants) in 2017/18.</p> <p>£52,800 was invested into community sport provision via community chest grants during 2018/19. The innovative approach to supporting projects has enabled the largest investment in recent years and helps ensure residents in Monmouthshire benefit from this opportunity.</p>

Well-being of Future Generations Act impact

Contribution of Council goal to Future Generations Act 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
✓	✓	✓		✓		


Adopting community-focused approaches promotes collaboration which in turn will support well-being. By working with communities, we hope to prevent problems from occurring. Opportunities are plentiful in our county so it is vital that everyone is able to be involved to maximise benefits to well-being. This should have a long-term benefit to individuals and communities. Our actions will have an integrated benefit for many aspects of the act, promoting a prosperous Wales, a more resilient and a healthier Wales. They will promote a Wales of cohesive communities and overall, help to create a more equal Wales. There is also strong integration with our responsibilities under the Social Services & Well-being Act.


Measures of progress

Measure	Previous	Current	Target	Comment
Percentage of people participating in sport 3 or more times a week ¹²	38%	38%	Increase	
Percentage of people participating in the exercise referral scheme still active after 16 weeks	74%	54%	75%	
Percentage of people living independently at home 6 months after reablement	71.3%	74.3%	70%	
Mean mental well-being score for people ¹³		Not available		Data not yet available. Well-being of Future Generations Act indicator.
Percentage of people who volunteer ¹⁴	36%	Not available	Increase	Previous is 2016/17 data. 2018/19 data not available. Well-being of Future Generations Act indicator.
Percentage of people agreeing that they belong to the area ¹⁵	72%	77%	Increase	Previous is 2016/17 data. Current is 2018/19 data. Well-being of Future Generations Act indicator.


Goal E:

Monmouthshire County Council Goal: E. Future-focused Council	
Why we are focusing on this	Summary – Progress in 2018/19
<p>Our operating environment is a changing and challenging one. Demographic shifts, increasing demand, Brexit and fiscal uncertainty all require an understanding that ‘business as usual’ is no more. We will continue to rapidly adapt, develop foresight capability and enable the service changes and countywide transformations that best meet the aspirations of our communities. This outward facing approach will mean reducing the reliance on traditional public services and having more genuinely collaborative local relationships. Digital will feature strongly in this, allowing ‘fit for future’ service models and enabling the sharing of approaches and resources to addressing crosscutting problems.</p> <p>Our goal is to continue to build an engaged, responsive and adaptive Council, able to provide effective leadership, in collaboration with other local partners. We will develop and sustain a dynamic, healthy and rewarding work environment that attracts and retains top talent and enables them to perform at their best.</p> <p>Good governance will be at the heart of what we do and we will ensure the right information gets to the right people to inform decision-making. We will integrate a service focus into all dealings with customers and ensure they are well informed and engaged in decision-making. We understand the best public servants see themselves as not working for the Council – but for the county.</p>	<p>Progress evaluation: Level 3 – Adequate</p> <p>The launch of ‘Monty’ the Council’s Chatbot, in January, has allowed people to find out information to common queries without having to wait for opening hours or staff availability. Progress is being monitored and Monty is growing in knowledge based on the ranging questions being posed.</p> <p>There has been a focus on workforce planning; alongside this, much activity has taken place to ensure the health and well-being of the staff is maintained. Sickness levels have increased and further work on attendance management is required.</p> <p>A new Digital strategy has been produced and is based on seven key themes that together, aim to improve the digital maturity of the organisation and realise significant business efficiencies and economies through digitisation.</p> <p>There has been extensive work on the Council’s Medium Term Financial Planning, including links to the commitments made in the Corporate Plan. A draft Financial Strategy has been developed, which looks at the council’s finances in the longer term.</p> <p>In order to develop our approach to income generation via investment, a Commercial Strategy has been developed; two commercial investments have been purchased.</p>


Detailed Progress update			
Commitment to action	Progress rating	What we said we would do	Progress in 2018/19
19) COUNCIL ENABLES AND PROVIDES GOOD SUSTAINABLE LOCAL SERVICES WHILST DELIVERING AN EXCELLENT CUSTOMER EXPERIENCE ACROSS ALL CHANNELS 	Progressing well	19.1 Develop new business model for Community Hubs and Customer Care to increase access and provide a greater choice of channels for customers to engage with us (online, via the My Monmouthshire app, over the phone or face-to-face)	<p>The Council's Chatbot, Monty, was launched in January 2019 following a trial during autumn 2018. The number of queries raised with the bot rose each month peaking at 9,441 in March. At launch, 50% of queries on the Chatbot required manual intervention by an agent. By March 2019, that had fallen to 10%. Alongside the My Monmouthshire app, this is giving people greater channel choice. The long term aspiration is for a reduction in call volumes, although changes to waste collection have resulted in a significant increase in telephone callers despite the presence of the newer channels. Overall new channels are resulting in an overall increase in customer queries.</p> <p>Council agreed to proceed with the Abergavenny Town Hall refurbishment proposals to enable the facilitation of a community hub bringing together the library and one-stop-shop services with completion scheduled for November 2019. The Police have located their front desk into the site alongside council staff and will also maintain a presence in the refurbished building. Meanwhile 2018-19 saw a successful application to open a Post Office in Usk Hub and the decision to use prudential borrowing to refurbish Caldicot hub and create a co-working space for local businesses showing the ability of the hub model to evolve to maintain and provide the local services valued by communities.</p> <p>New Customer service standards have been created and launched during customer week aligned with the work of the Evolve programme.</p>
		19.2 Increase the publication and use of open data to increase accountability and enable others to	<p>We are looking at how we can develop our open data offer, to build on existing information that is already published on our website such as Council spend data. Work to develop our approach to open data and refresh our webpage has been progressed and will inform future developments to increase the amount of open data published on areas that are identified as being of most benefit.</p>

		develop apps that have a civic benefit	
		19.3 Introduce Digital Service Standard	A new Digital strategy has been produced and is based on seven key themes that together, aim to improve the digital maturity of the organisation and realise significant business efficiencies and economies through digitisation. The Digital Programme Office continues to support the development of customer facing digital apps and processes; the continued development of the My Monmouthshire App is one example of this work.
20. COUNCIL OPENS UP DEMOCRATIC ENGAGEMENT & COLLECTIVE DECISION-MAKING 	Taking steps	20.1 Re-shape our governance arrangements including more detailed options appraisals	The Democratic Services Committee has overseen changes to report writing, including options appraisals and evaluations, which are now part of the standard report template. A process to evaluate the impact of previous recommendations has been agreed but is yet to be fully tested.
		20.2 Identify ways to get more people involved in local democracy and scrutiny to enhance local decision-making	<p>The Democratic Services Committee has begun to explore how it can broaden its role by improving public involvement in local democracy, creating opportunities to engage with the authority in new ways and identify criteria to prioritise issues for public engagement.</p> <p>County Councillors visited schools across the county during Local Democracy Week in October and aimed to inspire children to have their voices heard. Pupils participated in a variety of interactive games and activities to find out about what makes a good Councillor, raising awareness of their roles and responsibilities and sharing the importance of having a say on things in their community that will affect them.</p> <p>Monmouthshire's youth forum, Engage2Change, continues to develop engagement and participation throughout the county and encourage active citizenship, ensuring that young people are involved in making decisions that affect their lives.</p>
		20.3 Develop remote access and attendance at	The Council's constitution has been amended to enable remote attendance at meetings. This was piloted at Cabinet and was also used for the first time at council, with the deputy leader attending and voting remotely. Longer

		meetings to maximise participation	term, this should make attendance easier for those balancing the role of Councillor with careers and families.
		20.4 Revise all enabling strategies and plans – People, Digital and Customers, Assets and Economy and Enterprise	Following approval of the Corporate Plan, the Council's enabling strategies have been revised and approved by Cabinet to ensure they are aligned and contribute to the objectives it sets. These include the Digital Strategy, People Strategy and Asset Management Strategy. Preparations are being made to revise and update the Monmouthshire Business Growth & Enterprise Strategy/Inward Investment Strategy. To ensure effective delivery of the corporate plan the role and purpose of service business planning has been reviewed and a revised process established.
		20.5 Review and consolidate working groups and arrangements	The mapping of working groups began in 2018-19 but has been paused due to other commitments.
		20.6 Revise performance and improvement plans and replace with 'real-time' data dashboards	<p>The technology is being tested to enable the creation of data dashboards, which will make use of automated open data feeds, where possible, and other internal and external data sources. The development of pilot dashboards has begun, including work through Monmouthshire Public service Board exploring displaying selected data items that were used in the well-being assessment. The learning from these pilots will be used to inform the future direction.</p> <p>The revised service business planning process completed its first year, in 2018/19, benefiting from closer alignment to the Corporate Plan, better positioning alongside the risk and audit programmes, and contributing to the medium term financial planning process. Work continues in order to further improve this process and make sure all service areas plans are complete and of suitable quality.</p>
21 THE COUNCIL DELIVERS A SUSTAINABLE AND RESILIENT	Taking steps	21.1 Deliver the Future Monmouthshire programme	The Future Monmouthshire programme is about ensuring the council remains relevant and viable for the next generation, while continuing to meet the day-to-day needs of residents, visitors and businesses. Future Monmouthshire and its interventions are built around core design principles

<p>ORGANISATION AND RELEVANT, VIABLE AND VALUED PUBLIC SERVICES</p> 			<p>to support business transformation. A programme of work is underway in key areas, such as Procurement, Food, Assistive Technology, Training, Operations and Support Services.</p> <p>Positive outcomes have been achieved following interventions in 2018/19 such as completion of the Phase 1 of the Council GovTech challenge, funded by the Cabinet Office, on loneliness and limited rural transport in our communities, and a range of transformation opportunities incorporated within the 2019/20 Medium Term Financial Plan.</p> <p>21.2 Complete the move from task and time approach in social care to relationship-based care at home</p> <p>Adult social services have a well-established programme looking at transformational approaches to the delivery of care at home. The Council's Care at Home service is being completely remodelled where; instead of concentrating on completing tasks in short time periods, home carers focus on relationship based care working more flexibly with people based on what matters to them. By focusing on supporting people this way, we are seeing improvements in personal outcomes and well-being. The model has considered responsibilities under the Social Services and Well-being Act, Future Generations Act and the Regulation and Inspection of Social Care (Wales) Act. The model has also developed an approach that changes the relationship between commissioners and service providers; working towards a shared aspiration of better outcomes for individuals which continues to be advanced.</p> <p>21.3 Explore and embed new ways of working – Artificial Intelligence, automation and collaborative technology</p> <p>Digital assessments are being conducted throughout the organisation, although the current focus is on delivering digitisation for the service areas that have completed assessments. These assessments have been placed in order of priority, which has resulted in end-to-end automation in some front line services e.g. highways & waste, as well as enabled the implementation of Monty the chat bot.</p> <p>'Monty', the digital Chatbot, was launched on 25th January 2019 and has been designed to tackle the top 10 areas of enquiry on our website. During February and March, 14,000 users accessed Monty to answer their questions. As a council, we have already launched our</p>
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			successful <i>My Monmouthshire</i> app and the Chatbot will complement our contact centre, community hubs, social media channels and website as another way for people to engage with their local council.
		21.4 Develop a commercial strategy and approach	As part of the delivery of the Corporate Plan, a Commercial Strategy has been developed. The strategy seeks to enhance income generation, develop an approach to commercialising assets and create a commercial culture and ethos. The strategy has a short-, medium- and long-term view and aims to provide a framework, with defined objectives, for new commercial projects and for the delivery of future commercial activity. The Council has acquired two commercial investments.
		21.5 Deliver a sustainable and viable Medium Term Financial Plan	<p>Following the approval of the Corporate Plan, a financial strategy is being developed. Once finalised, this will apply a strategic lens to the council's finances in the medium to long term, and align to the delivery of the Corporate Plan to ensure its aspirations are sustainable. A draft was presented to Cabinet in November 2018. Alongside this, all service areas were asked to bring forward budget proposals for 2019/20, whilst simultaneously looking ahead and ensuring wherever possible, proposals support the medium term direction of travel.</p> <p>Following public consultation and revised saving and pressure proposals, a balanced revenue budget proposal for 2019/20 was put forward to cabinet in February 2019. The medium term prognosis is still of concern; there are no indicative settlement figures published, which significantly impedes and impacts on forward planning of budgets over the medium term. The Medium Term Financial Plan for 2019/20 onwards continues to factor in funding reductions of 1.8%, so that planning can be undertaken on a prudent basis.</p> <p>The Council's budget outturn for 2018/19 shows a budget underspend of £49k on a net expenditure budget of £139.6 million (excluding precepts and levies collected on others behalf). A number of areas showed significant spending pressures which were managed by achieving savings across other areas of the Council.</p>

22 THE COUNCIL PUTS PEOPLE AT HEART OF ALL IT DOES AND INSPIRES EXCELLENCE IN WORKPLACE AND EMPLOYEES 	Attention needed	22.1 Strengthen decision making and accountability	<p>A workflow has been developed to enable service leaders to effectively focus on succession and workforce planning, and for directorates to develop plans for their workforce. The combination of the workflow and the training and development pathways help support workforce development. HR business partnering meetings will be used to engage and support teams in workforce planning, supported by the people services framework, which will identify areas of key risk.</p> <p>HR data dashboards have been established and are updated quarterly. These are now being used as part of HR business partner meetings to inform department management teams and senior leadership team on workforce issues. Further work to strengthen involvement with services to support them to workforce plan including recruitment, contracting, training and development, and succession planning is being progressed.</p>
		22.2 Prioritise Health, Safety and workplace Well-being	<p>One of the key themes of the revised People Strategy is health, safety and well-being. Activity that is being undertaken includes reviewing effectiveness of attendance management approaches in problem areas and work to introduce a colleague handbook.</p> <p>The Monmouthshire Workplace Health Challenge Cup was undertaken throughout the organisation and presented a large number of ways in which staff could become involved to improve their well-being in the workplace. Activities such as increasing healthy food intake, attending training courses and undergoing blood pressure checks were some of the ways people could get involved.</p> <p>A “Go To Group” has recently been implemented that provides people with a safe place to go to raise concerns, discuss problems and potential solutions. Work also continues with directorate Health and Safety groups to implement improvements in identified areas.</p> <p>Work on attendance management, including management training and individual case management has continued to be a priority. The average</p>

			<p>number of working days lost to sickness absence per employee in 2018/19 was 11.5 days, above the Councils targeted rate of 10.5. There is a trend towards long-term sickness absences increasing. Work continues with managers to support them in attendance management.</p>
		22.3 Promote diversity and inclusion	<p>Another key theme of the people strategy is workforce Planning/Inclusion and diversity. We need to not only have the right people with the right skills, knowledge and behaviours today, but we also need to think and plan ahead to future proof our workforce. To this end, a cadetship programme has been developed to ensure a quality succession plan, delivering highly trained, fully qualified and experienced staff, trained by our own workforce.</p> <p>A draft apprenticeship/ graduate and internship strategic policy framework has been developed, which aims to enable the council to attract new skills and knowledge and support succession planning, whilst providing employment and training opportunities. The next step is to seek cabinet approval for the strategy.</p>
		22.4 Engage employees through personal development training and learning	<p>The Check-in, Check-out (CICO) process has been reviewed and rolled out with more robust guidance, video tutorials and supportive training, and it has now been included in the new manager's Induction training. A longer term, more effective recording module has been developed that allows managers to record the completed CICO directly into the HR system. Further work is required to ensure the effective use of the recording system to understand accurately the completion rate of appraisals.</p> <p>The corporate learning and development plan is based on supporting the current and future needs of the organisation and is coupled with the operational learning and development plans delivered in Operations and Social Care and health. The organisational learning and development offer is being reviewed to ensure return on investment is maximised.</p>

Well-being of Future Generations Act impact

Contribution of Council goal to Future Generations Act 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
✓	✓			✓		✓

The long-term nature of our goal is evident – shaping our services to meet the needs of our communities now, and into the future, is essential if we are to remain relevant and viable. Utilising data more effectively to plan preventative approaches and enhancing our digital capabilities are just some of the ways we intend to do this. Involving people in decision-making and scrutiny will ensure our direction of travel is collaborative and fit for the generations to come. Integrating our approach will make sure that our resources are used in the places they are needed the most, and as efficiently as possible. Making our reducing financial resources stretch as far as possible is vital for future sustainability.

Measures of progress

Measure	Previous	Latest	Target	Comment
Number of workshops/facilitation events delivered as part of Future Monmouthshire Programme	22	15	20	
Percentage of targeted budget reductions achieved	93%	81%	95%	2018/19 outturn data on mandated saving performance
Number of open data sets published	5	5	5	
Income generation from commercial investments	Not applicable	£122,889	Establish Baseline	A budget mandate of £39,000 was agreed as a commercial income target, two-investment assets were acquired in 2018/19 and they generated a net (after borrowing and management costs) income of £122,889 exceeding the target from the mandate.
Average number of working days lost to sickness	10.9	11.5	10.5	
Percentage of staff turnover	7.5%	9.6%	Track	Any significant variation in turnover will indicate a need to further review potential reasons
Percentage of people who feel able to influence decisions affecting their local area ¹⁶	23%	20%	Increase	Previous is 2016/17 data and current is 2018/19 data from the National Survey for Wales

Action we have taken to support the goals

In order to support the delivery of our priority goals, we have to make sure that all aspects of the council are working in line with the sustainable development principle set out in the Wellbeing of Future Generations Act. We need to 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 core areas of change in an organisation that need to adapt in order to meet the changing demands on our services and ensure their longevity and sustainability. Ways in which we are trying to incorporate these changes are detailed here.

Workforce Planning

Our people are the bedrock of all that we do; our success depends upon them. Despite increasing demand and reduced numbers, we continue to provide over 700 services and the commitment, dedication and team work shown by our colleagues is testament to their professionalism and desire to deliver excellent services to our citizens. To safeguard the future of our organisation, we must make sure that our staff have the support, skills and resources they need to carry out their roles efficiently and to the best of their abilities.

Last year, we carried out a review of our people strategy, building upon the original iteration, which focused on creating the best conditions for our people to thrive. The review, entitled 'People to Purpose', provided a platform to review our activities and identify new outcomes that better enable our colleagues to deliver on our organisational purpose of "building resilient and sustainable communities". At the centre of the strategy is our commitment to the health and well-being of everyone at Monmouthshire County Council as we believe this is the key to success, alongside careful workforce planning to ensure we have the right people working with us, with the right skills and knowledge. By establishing a suitable strategy, we believe we are working towards ensuring this well into the future, as well as for the present.

Work is well underway to achieve the targets set within the policy, with a considerable focus being on minimising the sickness levels amongst our staff by focussing on their well-being. We have revised our attendance management policy and introduced mandatory attendance management training for all our managers, and we have developed new and revised learning opportunities to enable colleagues to manage and understand better the attendance issues they face. Examples of training include stress management, how to have difficult conversations, and how to conduct a return to work interview.

As the focus has been on staff well-being, there has been considerable activity to encourage our staff to consider ways in which to improve their health, both physically and mentally. The Monmouthshire Workplace Health Challenge Cup provided opportunities for staff to become involved in various

SUSTAINABLE DEVELOPMENT PRINCIPLE

The **Future Generations Act** defines Sustainable Development in Wales as: "The process of improving the economic, social, environmental and cultural **well-being** of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the **well-being** goals."

VOLUNTEERING

Increasing the number of volunteers engaged in volunteering across the county has been a focus for the past year. A new volunteering policy position has been approved, 'Monmouthshire, A County That Serves' (ACTS) volunteering programme is helping to highlight and support volunteering opportunities available within the county. Alongside this, volunteering is supported via a new volunteering management system. Volunteers provide increased activities to support the Monmouthshire community.

activities and gather points for their directorate. Activities ranged from improving eating habits and attending training courses, to attending walking meetings and receiving blood pressure checks. Staff also marked Mental Health Awareness Week with a number of events and ideas that focused on stress and ways in which to reduce it. We have introduced other supportive tools such as the Menopause Toolkit and Menopause Cafes/support groups, and access to external confidential counselling remains in place.

New HR data dashboards are used to provide managers access to real time people data for their business areas/teams. The 'dashboards' provide information on sickness, and makeup of the workforce in terms of gender, age, turnover. HR hold business partnering meetings with managers and attend management team meetings to advise on trends and provide organisational insight to the data and information.

Other mechanisms for improving the sustainability of the workforce, and for creating succession planning opportunities, includes the development of a framework for Apprenticeships, Internships and cadetship and developing a draft Monmouthshire County Council Apprentice, Graduate and Internship Strategy and tool kit which has been consulted on. The strategy aims to develop and support apprenticeship,

graduate jobs and internships across the local authority.

Assets

The council's Asset Management strategy, which was reviewed last year to align with our purpose, sets out the Council's vision, priorities and key actions associated with managing our assets. Our aim is to ensure sustainability, and maximise the financial and social value of our assets for our communities. The ongoing financial conditions mean we must have robust policies and programmes in place to ensure our estate is lean, efficient, meets the needs of service users and is fit for purpose. The revised strategy also recognises the importance of maximising the income we can generate from our property assets and we have started to actively seek opportunities to increase revenue generation.

A project is underway within the council to consolidate its sites through the relocation of all services from Innovation House in Magor to County Hall in Usk. There is considerable work required to renovate an existing building on the County Hall site, which has started, alongside plans to extend the parking facility on site to accommodate the additional staff attendance. The relocation is intended to reduce the carbon footprint of the council and to minimise the amount of time staff are commuting between sites, thus reducing their carbon footprint as well.

MONMOUTH COMPREHENSIVE SCHOOL

In September 2018, we opened our second 21st century school, Monmouth Comprehensive School, following Caldicot in 2017. The £40m school incorporates 21st century digital technology throughout, energy-efficient spaces, and natural lighting with automatic lights to save electricity. The school was built by local people, with 70 per cent of the builders, electricians, plumbers and engineers on site living in the area, including some past pupils. Community groups will benefit from these enhanced facilities too; the dance studio and hall can be used for community meetings, groups and fitness classes, and the stage area provides a perfect performance space for local choirs and amateur dramatic groups

In order for the County to thrive, research has been commissioned to identify the economic and social infrastructures that will need to be put in place to create the right conditions for sustainable growth. As a landowner, this Council has a role to play in ensuring suitable sites are made available for the development of employment and ensuring housing sites meet affordable allocation requirements and support the creation of networked communities. Council has approved the findings of the initial appraisal into the feasibility and need for the Council to set up its own development company to undertake residential and commercial developments. The vision is to support employment opportunities within the area and to encourage younger generations to reside within Monmouthshire under new affordable housing proposals. Work is also underway to refurbish Abergavenny Town Hall to accommodate the Hub, bringing it in line with the other towns within Monmouthshire.

Finally, work has started, alongside our Social Services department, to build a dementia friendly care home on Crick Road. Detailed planning has received consent and funding has been granted from the Integrated Care Fund.

Procurement

Approval of the Council's procurement strategy in the summer of 2018 has given us the opportunity to be more transformational in the way in which we approach the procurement of external goods, services and works. Against a backdrop of economic uncertainty, technological innovations and environmental considerations, our focus for the past twelve months has been to deliver true sustainable procurement outcomes across a range of Council resources. In the first instance, we have been working to develop a process to challenge whether monies need to be spent, before undertaking market research to determine if opportunities exist for local supply chain solutions. We have been working hard to identify which innovations exist within the market and how these can ultimately reduce the whole life cost to the Council and to the planet.

To this end, we have embedded Circular Economy principles within our food contracts. The first of these has resulted in the Council's milk requirements being delivered in glass bottles across all of our establishments, including our schools. This has resulted in a financial saving as well as 437,000 plastic cartons being diverted from landfill per year.

We are working with organisations across the South East Wales region to embed collaborative sustainable procurement outcomes that have a positive impact on the environment by questioning supply chains environmental accreditations and the sustainability of their materials and processes. These discussions will focus on reducing plastic waste, the energy consumption of specific goods and the potential to re-use and recycle. There will also be a focus on creating scale amongst our own local supply chains so that they may be better placed to generate a more prosperous, resilient and globally responsible County.

In order to deliver the aspirations set out within the procurement strategy, the Council has commissioned an independent company to undertake a health check of the procurement function. The primary purpose is to establish whether there are any opportunities to reduce our external costs, as well as to examine our current level of capacity to deliver against stretching targets identified within the procurement strategy. The results of this piece of work are due later in the year.

 **Goytre Fawr Primary**
@GoytreFawr

Taking recycling seriously @GoytreFawr. Thank you @MonmouthshireCC for introducing glass bottles and reducing our plastic. We love it so much we made a picture #Nomoreplasticfantastic @EcoSchoolsWales @Keep_Wales_Tidy @janeplyoung



8:56 AM · Nov 20, 2018 · Twitter Web Client

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Corporate Planning, Performance Management and Risk Management

These three areas of our work form part of the Council's performance management framework, diagram 3, which ensures our planning is integrated and everyone is pulling in the same direction to deliver real and tangible outcomes working towards our purpose of building sustainable and resilient communities. The application of the Wellbeing of Future Generations Act throughout the framework is essential to ensure we are applying the ethos of the sustainable development principle and the ways of working within it.

Each of our teams has a service business plan that guides their activity. There has been a focus on strengthening business planning including improving the long-term consideration of actions and the ways of working in the future generation act. Specific training sessions have been held to support those with responsibility for business planning to come together to discuss their planning mechanisms, issues they have identified and to share ways to improve their objective setting.

A refresh of the Council's strategic risk management policy and guidance has been completed. This includes recognition of risk management being one of the core areas of activity identified in the Well-being of Future Generation Act that the Council particularly needs to focus on. Consideration will need to be given to the requirements of the act and the five ways of working when assessing risks to support their management.

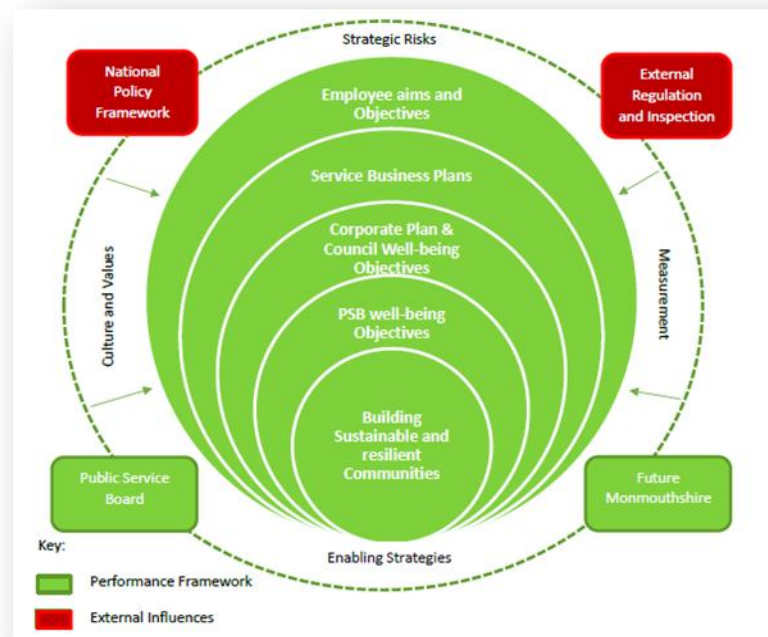


Diagram 3

Performance data and information is essential to our performance framework. We are continuing to try and develop our performance measurement 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.

One of the nationally set frameworks used to measure and benchmark local authority performance are 'Public Accountability Measures' set by Data Cymru. These national measures do not always reflect our local goals or focus on the outcomes of our services, nonetheless they remain an important tool in allowing people to hold the council to account. This set of indicators is evolving year on year and this makes direct comparisons between some indicators difficult and less pertinent than previous years.

The council has seen an improvement in performance in some areas, some areas where performance has been maintained in line with targets, and some areas where performance has declined. 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.

Public Accountability Measures Quartiles: 2018/19

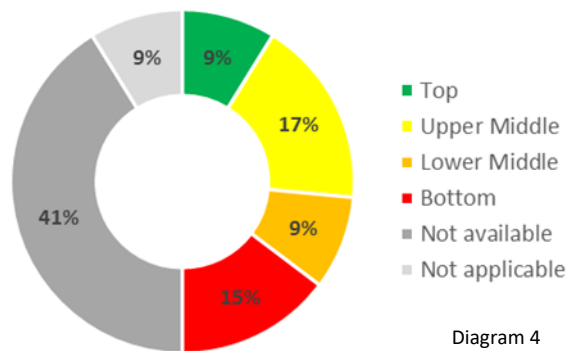


Diagram 4 shows the proportion of Monmouthshire Council's performance indicators in each quartile when compared to the performance of other councils in Wales. Table 1 below shows our performance in 2018/19 for the indicators that are part of this framework and compares our performance against other local authorities in Wales. 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". There are some service areas where data is yet to be published, most notably social care, these will be updated as data is released over the next couple of months. This information is also available to view on www.mylocalcouncil.info

National indicators have been set as part of the Future Generations Act for the purpose of measuring progress towards the achievement of the well-being goals in Wales as a whole. While the national indicators will not measure the performance of individual public bodies or public services boards, it is important they are considered to track the progress being made against the well-being goals and, where local level data is available, the progress made in Monmouthshire. Some of the national indicators that are relevant to the priority goals we have set in Monmouthshire, where an update is available at a county level, are in Table 2 below. For further information on these indicators, visit <https://gweddill.gov.wales/topics/people-and-communities/people/future-generations-act/national-indicators/?lang=en>

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. We are looking at how we can develop our open data offer, in areas that are identified as being of most benefit, to build on existing information that is already published on our website such as Council spend data www.monmouthshire.gov.uk/open-data

The use of mechanisms such as the Thriving Places Index and the Office of National Statistics's Measuring National Well-being, diagrams 8 (page 80), are ways in which we are trying to broaden our understanding of well-being in Monmouthshire in addition to service specific performance measurement. The Thriving Places Index in Wales is a framework of local authority level indicators, which builds a picture of an area summarised under the broad headings of local conditions, sustainability and equality to understand and assess the local conditions of well-being.

Following initial work by Gwent PSB's on the Thriving Places Index, Data Cymru adopted the tool and expanded it to include all local authorities in Wales. Data Cymru published the first release of the Thriving Places Wales Index in April 2018, the second release was published in April 2019. A full breakdown of the index is available on, www.thrivingplaces.wales,

diagram 5 shows the headline scores from the 2019 index for the domains in Monmouthshire.

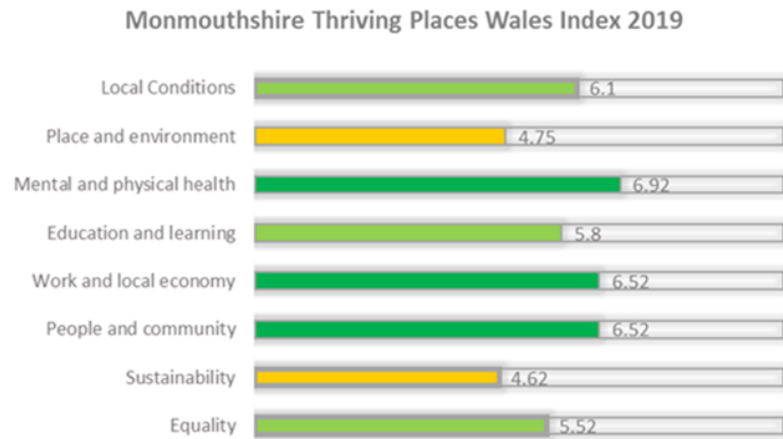


Diagram 5

Trend	Quartile	Quartile Shift	Position in Wales
Trend information highlights if performance in 2018/19 compared to the previous year is: <ul style="list-style-type: none"> Improved or At maximum Unchanged Declined N/A - Not applicable 	Ranking information highlights if performance compared to Welsh local authorities in 2018/19 is in the: Top, Upper Middle, Lower Middle or Bottom quartiles	Highlights if quartile performance in 2018/19 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 2018/19

Ref	Measure	2016/17	2017/18	2018/19	2018/19 Target	Progress against target	Trend	2018/19 Quartile	Quartile Shift	2018/19 Wales ranking
PAM/001	Number of working days lost to sickness absence per employee	11.5	10.9	11.5	10.5	Missed	Declined	Bottom	-1	17
PAM/032	Average Capped 9 score for pupils in year 11	n/a	368.1	360.5	372.4	Missed	Declined	Upper Middle	Not available	7
PAM/007	Percentage of pupil attendance in primary schools	95.7	95.6	95.2	96.2	Missed	Declined	Top	0	1
PAM/008	Percentage of pupil attendance in secondary schools	94.8	95.2	95.0	95.2	Missed	Declined	Top	0	1
PAM/046	Percentage of Year 11 leavers not in education, training or employment (NEET)	2	1.4	1.6	1.2	Missed	Not applicable	Lower Middle	Not applicable	12
PAM/033	Percentage of pupils assessed in Welsh at the end of the Foundation Phase	n/a	n/a	n/a	Not set	Not available	Not available	Not available	Not available	Not available
PAM/034	Percentage of year 11 pupils entered to sit a GCSE in Welsh (first language)	n/a	n/a	n/a	Not set	Not available	Not available	Not available	Not available	Not available
PAM/010	Percentage of streets that are clean	99.2	97.7	97.2	97.5	Missed	Declined	Upper Middle	-1	7

Ref	Measure	2016/17	2017/18	2018/19	2018/19 Target	Progress against target	Trend	2018/19 Quartile	Quartile Shift	2018/19 Wales ranking
PAM/035	Average number of working days taken to clear fly-tipping incidents	n/a	n/a	4.8	Baseline	Not available	Not available	Bottom	Not available	19
PAM/012	Percentage of households successfully prevented from becoming homeless	58	61	67.1	65	Met	Improved	Upper Middle	1	11
PAM/013	Percentage of empty private properties brought back into use	3.88	3.57	1.4	5	Missed	Declined	Bottom	-1	17
PAM/014	Number of new homes created as a result of bringing empty properties back into use	n/a	0	0	Not set	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
PAM/015	Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)	356	193	191	180	Missed	Improved	Upper Middle	0	7
PAM/036	Number of additional affordable housing units delivered per 10,000 households	n/a	n/a	Not available	Not set	Not available	Not available	Not available	Not available	Not available
PAM/037	Average number of days to complete repairs	n/a	n/a	Not applicable		Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
PAM/038	Number of homes that meet the Welsh Housing Quality Standard (WHQS)	n/a	n/a	Not applicable		Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
PAM/039	Percentage of rent lost due to properties being empty	n/a	n/a	Not applicable		Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
PAM/040	Percentage of Quality Indicators (with targets) achieved by the library service	n/a	75	67.5 provisional	75	Missed	Declined	Not available	Not available	Not available
PAM/017	Number of visits to leisure centres per 1,000 population	7,425	7,376	8,184	7,500	Met	Improved	Bottom	0	17
PAM/041	Percentage of National Exercise Referral Scheme (NERS) clients who continued to participate in the exercise programme at 16-weeks	n/a	74.0	54.5	75	Missed	Declined	Not available	Not available	Not available
PAM/042	Percentage of NERS clients whose health had improved on completion of the exercise programme	n/a	n/a	Not available	Not set	Not applicable	Not available	Not available	Not available	Not available

Ref	Measure	2016/17	2017/18	2018/19	2018/19 Target	Progress against target	Trend	2018/19 Quartile	Quartile Shift	2018/19 Wales ranking
PAM/018	Percentage of all planning applications determined in time	90	91	88	80	Met	Declined	Lower Middle	-1	12
PAM/019	Percentage of planning appeals dismissed	73	36	46	70	Missed	Improved	Bottom	0	22
PAM/020	Percentage of A roads in poor condition	2.1	2.4	2.7	3	Met	Declined	Top	0	5
PAM/021	Percentage of B roads in poor condition	4.3	4.9	4.7	5	Met	Improved	Lower Middle	0	14
PAM/022	Percentage of C roads in poor condition	8	7.7	7.3	8	Met	Improved	Upper Middle	1	11
PAM/023	Percentage of food establishments that meet food hygiene standards	95.12	97.05	96.9	95.5	Met	Declined	Upper Middle	-1	7
PAM/024	Percentage of adults satisfied with their care and support	85.4	85.7	88.3	Not set	Not applicable	Improved	Not available	Not available	Not available
PAM/025	Rate of people kept in hospital while waiting for social care per 1,000 population aged 75+	2.24	4.28	5.31	3.86	Missed	Declined	Not available	Not available	Not available
PAM/026	Percentage of carers that feel supported	63.6	76.9	67.5	Not set	Not applicable	Declined	Not available	Not available	Not available
PAM/027	Percentage of children satisfied with their care and support	79.2	84.1	88.9	Not set	Not applicable	Improved	Not available	Not available	Not available
PAM/028	Percentage of child assessments completed in time	74.69	87.31	95.87	92	Met	Improved	Not available	Not available	Not available
PAM/029	Percentage of children in care who had to move 3 or more times	5.26	5.76	6.94	6.5	Missed	Declined	Not available	Not available	Not available
PAM/030	Percentage of waste reused, recycled or composted	68.72	65.77	63.37	66	Missed	Declined	Not available	Not available	Not available
PAM/043	Kilograms of residual household waste generated per person	n/a	n/a	187	Not set	Not applicable	Not available	Not available	Not available	Not available

Table 2 – Selected national indicator set under the well-being of Future Generations Act

Well-being of Future Generations Act national performance indicators	Source	Link to Goal	Wales	Monmouthshire Previous	Monmouthshire Current
Average capped 8 points score pupils	Welsh Examination database	Goal A	324.1 (2018)	339.3 (2017)	331.5 (2018)
Gross Value Added (GVA) per hour worked (relative to the UK average)	ONS regional Economic Analysis: Sub-regional productivity indicators	Goal B	£83.6 (2017)	£89.1 (2016 - Monmouthshire and Newport)	£88.6 (2017 - Monmouthshire and Newport)
Gross Disposable Household Income per head	ONS, gross disposable household income per head	Goal B & D	£15,754 (2017)	£17,135 (2016 - Monmouthshire and Newport)	£17,292 (2017 - Monmouthshire and Newport)
Percentage of people in employment	ONS, Annual Population Survey	Goal B & D	73.1% (2018/19)	78.0% (2017/18)	77.7% (2018/19)
Percentage of people living in households in material deprivation	National Survey for Wales	Goal B & D	14% (2018/19)	14% (2017/18)	9% (2018/19)
Levels of nitrogen dioxide (NO2) pollution in the air	Department for Environment, food and rural affairs	Goal C	9 (2017)	11 (2016)	8 (2017)
Capacity (in MW) of renewable energy equipment installed	Department for Business, Energy and Industrial Strategy	Goal C	3192.9 (2017)	79.5 (2016)	84.9 (2017)
Percentage of people satisfied with their ability to get to/ access the facilities and services they need	National Survey for Wales	Goal B, D & E	80% (2018/19)	Not available	79% (2018/19)

Percentage of people satisfied with the local area as a place to live	National Survey for Wales	All goals	85% (2018/19)	91% (2016/17)	92% (2018/19)
Percentage of people who volunteer	National Survey for Wales	Goal D	28% (2017/18)	36% (2016/17)	2018/19 data not available
Percentage of people participating in sporting activities three or more times a week	Adult – National Survey for Wales	Goal D	32% (2018/19)	38% (2017/18)	38% (2018/19)
	Children – Sport Wales, school sport survey	Goal A	47.6% (2018)	48.8% (2015)	45.0% (2018)

Financial Planning

Over recent years, the Council has managed millions of pounds 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 remains to help improve lives and build sustainable and resilient communities. The council has always sought to preserve local service delivery in the face of budget pressures by changing, improving and adapting our services. We know how important many of the things we do are to the people who live in our communities; listening to our residents is more important than ever and we have worked to maintain the things that matter.

CUMULATIVE FINANCIAL IMPACT

We recognise that when we increase charges and put up Council Tax, while there is support to assist it can have a impact on those who can least afford it, this does not just mean those who are unemployed, many people experience in-work poverty while others are impacted upon by disability or other protected characteristics that affect their opportunities. Whenever we introduce changes to policy or charges we evaluate the impact of these upon different groups and identify any mitigations where required. As part of the 2019/20 budget as well as completing a Future Generations Evaluation for each proposal we also completed an overall evaluation of the 2019-20 budget, assessing the collective impact of proposals. This included a cumulative financial impact of the budget proposals on households with different income levels and groups with protected characteristics as defined by the Equality Act 2010.

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. We continue to work hard to plan for more than a standalone one-year budget. 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 longer term planning in line with WFG Act.

After several years of delivering significant savings from the budget, the means of achieving further reductions becomes increasingly more challenging. Following public consultation and revised saving and pressure proposals, the budget we set for 2019/20 is a blend of service changes/cost reductions, continued income generation and a focus on investing in areas such as education and social care linked to the corporate plan. With less funding from Welsh Government, together with £6 million of spending pressures identified through the budget process and £3.6 million of other pay and price increases, we have had to find a savings package totalling £10.2 million. £3.6 million will be found from cost reductions, £3.2 million from increases in income and £3.4 million from a Council Tax increase of 5.95%.

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 the decisions with the information required on the impact of these decisions.

Involvement was also an important part of the budget process; the budget consultation allowed a period for public consultation and scrutiny. This included two public meetings, and specific events were also held with children and young people and the Access for All forum.

Financial planning over the medium term still has its shortcomings; there are no indicative settlement figures published, which significantly impedes and impacts on forward planning of our budgets over the medium term. Our financial planning is an ongoing process particularly through our continuing service planning arrangements and Future Monmouthshire arrangements. The requirements of the Future Generations Act are embedded in these processes, examples of which are provided in other sections of this report.

A financial strategy is also being developed. This will apply a strategic lens to the council's finances in the medium to long term, and will align to the delivery of the Corporate Plan to ensure its aspirations are sustainable.

What we spent in 2018/19

In 2018/19, the council spent £150 million providing services for Monmouthshire residents. The proportion of our spending on different services in 2018/19 is shown in diagram 6. These services are paid for by a combination of central government grants, council tax, non-domestic rates and a contribution from the Council Fund.

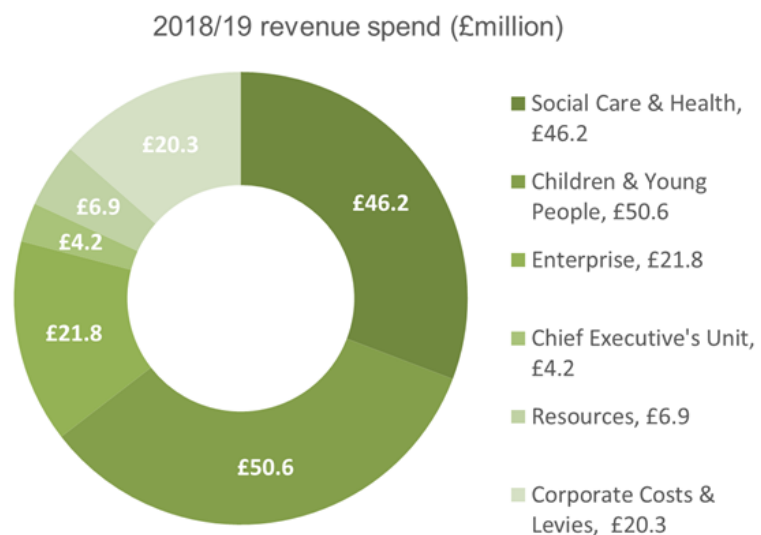
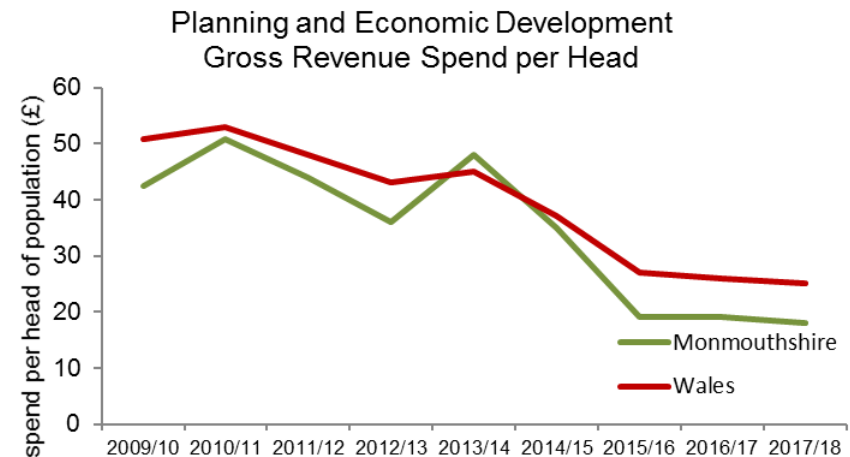
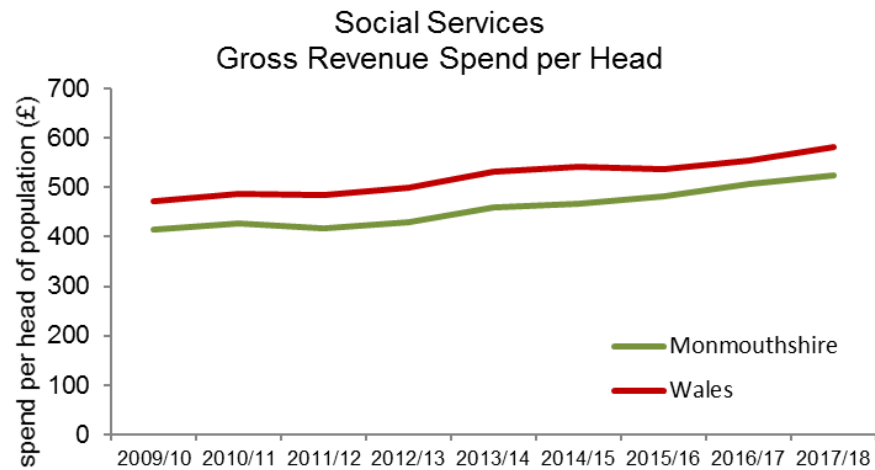
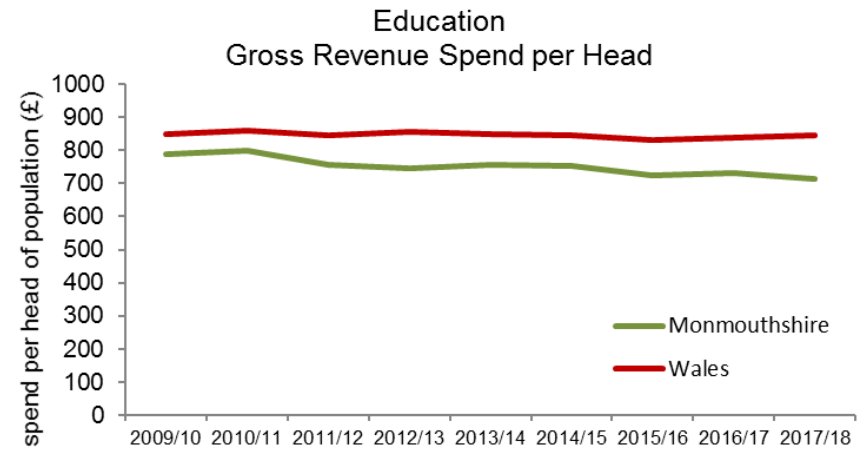
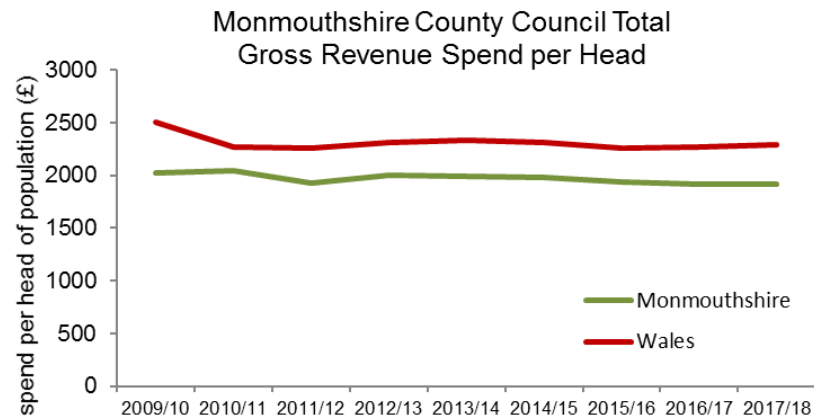


Diagram 6

How our revenue spend compares with other areas

The diagrams below, diagrams 7, 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 2017/18 at the time of publication.



Further Actions We Have Taken to Support the Objectives

In addition to the seven core areas where change needs to happen identified in the well-being of future generations Act, we also continue to ensure sustainable development is embedded into the following areas.

Digital

The core business of our digital service is to organise, simplify and join up our council services so that our communities can find what they need, in whatever way suits them best.

We are also improving the digital skills of our staff, creating solid foundations for workforce digital competence and turning it into excellent digital customer service delivery.

We want our workforce to work in the new digital norm rather than get left behind. Our technology needs to be good enough to support our digital vision, though we know that the most important part of digital working is by thinking in the same way as people do. We want people to be able to access services from our website, search engines, chat bots, email, voice or whatever technology comes next making us future ready to deliver in a digital world.



Information is our life blood, and we will ensure it is kept safe and secure but at the same time accessible to the right people at the right time. Some of the things we are doing to help us with our digital ambitions are -

- Bringing in Monty our 'chat bot' designed to help people get answers to everyday questions at any time. We are also exploring providing information via voice activated technology like Alexa.
- Continuing to help all our staff build their digital skills so they can pass them on to their family, friends and members of the community who find it difficult to master modern technology
- Equipping our front line workers with the mobile technology to help them schedule their work and deal with queries on a range of things like missed bins without having to go back to the office first
- Continuously putting ourselves in our customer's shoes to make it easy for them to fill in our forms, ask a question or simply interact with the council in the same way they would when ordering their groceries online

- Running a customer panel who test all our new developments and give us feedback on how to improve on it.
- Constantly looking at ways to automate our 'back office' processes in order to free our colleagues up to do the valuable brain work that machines can't do. We can save money doing this too.
- Making better decisions by analysing all of the digital information we hold to give us solid evidence rather than making assumptions.

Future Monmouthshire

The 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.

SERVICE REVIEWS

A programme of service reviews have commenced for food, high cost placements, workforce, the budget process, National Procurement Services, decarbonisation and assistive technology. The reviews have formulated a shared vision of desired service outcomes resulting in an action plan for improvement capable of delivering greater service efficiency and contributing fully to the corporate plan and medium term financial plan.

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 challenges; the "keep on going". This work will inform current and future developments of the council's priority goals.

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 challenges and propose potential solutions. The programme 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. It is an intensive

and immersive learning experience that enables participants to become engaged and enthusiastic colleagues, focussing on what matters, equipped with the skills they need to solve and deliver complex challenges. Topics covered in 2017 and 2018 were 'transforming customer services' and 'transport services fit for today and for the future'.

Future Monmouthshire has supported the completion of Phase 1 of the Council GovTech challenge, funded by the Cabinet Office, on loneliness and limited rural transport in our communities.

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 brings together the principles of good governance with the requirements of the Well-being of Future Generations (Wales) Act 2015 and assesses the effectiveness of the council's arrangements taking account of responsibilities under the Future Generations Act.

SCRUTINY WORKSHOPS

A key example of the workshop approach is the ongoing scrutiny by the Economy and Development Select Committee of the Council's Local Development Plan (LDP) which involves the scrutiny committee hosting a series workshops on this subject in order to engage members in early policy direction. The workshop approach has enabled wider membership attendance, maximised by varying the timings of these workshops. The workshop approach enables members to play enhanced policy development role at an early stage of work on the LDP, which is an important policy contributing to the council's core purpose of building sustainable and resilient communities.

The 2018/19 Governance Statement demonstrates that Monmouthshire has governance arrangements in place to meet the challenges of the governance principles and that a review has been undertaken to assess the effectiveness of those arrangements. We have demonstrated that in most areas, we have effective governance arrangements in place which are continually improving, but also recognise that there is further work to do.

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 and performance monitoring, to specific policy development/review, including ensuring that future generations are considered through their scrutiny of decision-making.

In place of scrutiny Task and Finish Groups, a scrutiny workshop approach has been established to ensure 'value added scrutiny' that delivers timely outcomes. The workshops provide a timely and effective method of engaging members in shaping the future strategic direction, and help the council to respond more promptly and dynamically to challenges posed. In addition to planned scrutiny committee meetings, the workshop approach helps facilitate scrutiny to apply the principles of the Futures Generation Act, such as involvement and long term planning, through deeper exploration of the subject matter.

The Council established a PSB Select Committee to provide a bespoke scrutiny arrangement to scrutinise the activities of the PSB. During 2018/19, the PSB Select Committee has held key partners

leading on the six prioritised steps outlined in the PSB Plan to account for the progress made, ensuring their activity was in line with the sustainable development principle. This has included scrutinising:

- Step lead Gwent Police on the work that the public service board will develop to begin to address and mitigate the impact of Adverse Childhood Experiences (ACEs) on long-term outcomes/wellbeing.
- Step lead Gwent Association of Voluntary Organisations (GAVO) on the progress with the step to promote active citizenship through volunteering, time banking, person to person skill swap and corporate social responsibility.
- Step Lead Natural Resources Wales on the progress with the step to improve the resilience of ecosystems by working at a larger scale.

The Public Service Board Select Committee has agreed to a change in title and terms of reference of the Committee, which will enable the Select Committee to scrutinise wider public service provision and where powers allow, to provide greater accountability of services delivered in collaboration or by external partners. Subject to agreement by full Council, the proposed change will be implemented in the autumn of 2019, providing enhanced governance arrangements for services delivered to Monmouthshire citizen.

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

Partnership & Collaboration

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. 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.

CHILDREN & YOUNG PEOPLES STRATEGIC PARTNERSHIP

The Partnership and Community Development Team are supporting the PSB through the Children & Young Peoples Strategic Partnership (CYPSP), on work taking place in relation to Youth Support Services and community development. There is a commitment, through the CYPSP action plan, to raise awareness of ACEs and the impact on children and young people's mental health and emotional resilience. This will be achieved by providing ACE informed practice training more broadly to our Youth Support Services across the county, to widen the reach and awareness of ACEs at a community level and extend the knowledge and awareness of services that operate within the county.

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 well-being plan aim to address some of the most significant challenges and opportunities for well-being in Monmouthshire. As a result, they are often complex and there are no quick solutions to address them.

Each of the 19 steps has a lead partner organisation allocated who has the responsibility to explore the step further and begin to identify more specific actions which the PSB can then prioritise to deliver or commission. This has included holding workshops and involving other partners, organisations and community groups. Following a review of all the steps, the PSB prioritised six areas for particular focus in 2018 and 2019. You can read more about the progress in 2018/19 in the Monmouthshire PSB Annual Report on www.monmouthshire.gov.uk/our-monmouthshire

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

The Council's Partnership and Community Development Team continue to support partnership activity in Monmouthshire. The team 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 is working on opportunities to improve well-being within our communities in line with delivering the PSB objectives and the council's goals.

In addition to this work of the CYPSP, multi-agency officers are exploring 'place based working' for children and families within our wider communities at grassroots level. They are raising awareness with active citizens who may be residents, friends, families or neighbours, who want to do 'good things' within their community and who may be well placed to 'scaffold' and support children and families in their wider community settings outside of formal provision. This work is being explored under the direction of the Monmouthshire PSB and driven through multi-agency partnership actions, and links to other work being developed in this area. This work is currently in the early stages of development and will continue to progress in the next 12 months.

Some of the key service partnership collaborations the council is involved in include the Education Achievement Service (EAS) and the Shared Resource Service (SRS). Supporting social services and wellbeing requires effective partnership working outside of the council as well as within it. Social care needs to be integrated with partners and the community. At a regional level, the Regional Partnership Board (RPB) has developed its area plan for health and social care services in the Gwent region. The RPB has, through its investment of Integrated Care Fund (ICF) in line with those priorities, developed some innovative and creative services and approaches.

What our regulators said

We work closely with our regulators and inspectors to quality assure our activities as this is vital to ensuring improvement. Their feedback is valued and 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 2018/19 was published in June 2019 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 2019-20.”

During 2018/19, a number of performance audits were completed by WAO; work included a review on Service user perspective: which reviewed the ways that members of the public can enquire about local services and compliment, complain or provide comments on council services. Another review was an examination of the extent to which the Council has acted in accordance with the sustainable development principle when taking the step to develop a range of options to improve rural transport. The reports detailing the findings of these audits have been reported to the council’s audit committee and responses to proposal for improvement developed.

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 reported to the Council’s Audit Committee in September 2019.

Further reports produced by Wales Audit Office are available to download on the Wales Audit Office website (www.audit.wales/publications). This includes local government national reports produced by WAO.

Inspection reports about education are produced by specialist regulators Estyn www.estyn.gov.wales/ and social services by Care Inspectorate Wales (CIW) 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 office to further our understanding on how to best apply the ‘five ways of working’ in everything we do, and to 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), and 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

This year, we undertook a self-assessment of our progress to date in meeting the requirements of the Act and to identify further progress we can make to embed the principles of the Act. The Commissioner and her office provided advice and a helpful perspective on our work to date, and facilitated shared learning with other organisations who have responsibilities under the act. This feedback has informed the development of our annual report. Some of the feedback may take longer to embed and the impact may not be recognised immediately; we continue to work to strengthen the application of the act in our work.

Further information on the role and work of the Future Generations Commissioner for Wales is available on www.futuregenerations.wales/

What Citizens Said

Engagement

Involvement was an important part of the budget process this year. The budget consultation allowed a period for public consultation and scrutiny; this included two public meetings and specific events were also held with children and young people and the Access for All forum. Members of the Engagement Team visited the Monmouthshire Sports Leaders Conference, hosted by the Monmouthshire Sports Development Team in January, and engaged with 85 young people from all four secondary schools aged 11-14.



Monmouthshire @MonmouthshireCC · Jan 30

Brilliant to see young people having their say on the **Monmouthshire Budget 19/20**

A great informative session. Thanks to all involved..@MonSportDev @p9sul @willmc21

@KingHenrySchool
@LearnWithMCS
@CaldicotSchool
@chepstowschool



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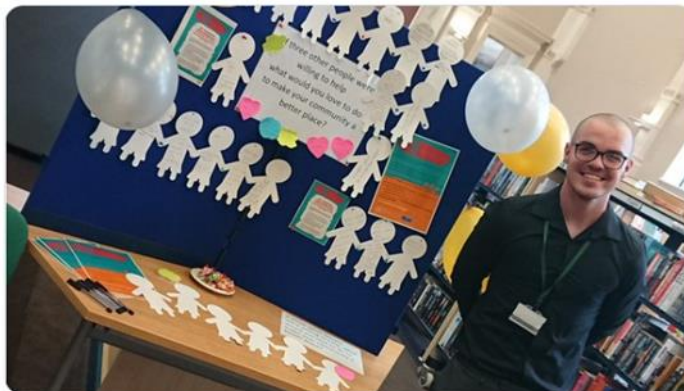
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❤ 25



Joe Skidmore @joeskidmore · 15 Mar

Come and see us today in Monmouth Hub @MonCCHUBS and have a chat about how you can help shape the type of community you'd love to be a part of @MonshireACTS #community



↻ 3

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The Council's Community & Partnerships Development Team is committed to building sustainable and resilient communities through partnership working and taking an asset-based approach. The team work to enable the PSB Partner organisations and the community to come closer together to ensure the five ways of working, under the Well-being of Future Generations Act, are at the heart of the work the PSB and Council is driving

forward. In the last year, the team have undertaken a county-wide road-show called 'Big Ideas', which allowed them to go out across the county meeting and talking to members of the public and the wider community about the things that matter to them. Taking an asset-based approach people were asked 'if three other people were willing to help, what would you like to do to make your community even better?' The response to this has been extremely positive, with community members coming forward

with ideas and projects that they felt passionately enough about, they would be willing to get involved and help to develop further. This piece of work has been recognised by the PSB who are keen to capitalise on this by growing and supporting active citizenship throughout the county. The 'Big ideas' captured through this engagement may only be 'seed' ideas, but with PSB partners ability to support, unlock and enable communities to take action on the things that matter to them, they could become key to how we can grow a resilient and resourceful county for years to come.

ONS Measuring National well-being programme

The Office of National Statistic's Measuring National Well-being programme assesses personal well-being as part of the Annual Population Survey. They survey asks the questions:

- Life Satisfaction - Overall, how satisfied are you with your life nowadays?
- Worthwhile - Overall, to what extent do you feel that the things you do in your life are worthwhile?
- Happiness - Overall, how happy did you feel yesterday?
- Anxiety - on a scale where 0 is "not at all anxious" and 10 is "completely anxious", overall, how anxious did you feel yesterday?

The latest results for Monmouthshire (from 2017/18) for these questions are shown in diagrams 8 below alongside the UK and Wales averages. This shows that Monmouthshire residents' responses are very similar or slightly higher than both the UK and Wales. The Council as part of partnership working through the PSB will continue to review data and evidence on well-being in Monmouthshire and identify appropriate measurements, for example tracking relevant results from the ONS Measuring National Well-being programme, to assess changes over time.



Diagrams 8

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 year, which 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 24th 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 is a good example of citizens working hard at a local level on an important issue, and the council engaging with these groups to make a difference. We continue to support Plastic-Free community groups and litter champions and work together in partnership on lots of projects.

Monmouthshire @MonmouthshireCC · Sep 8, 2018

Reducing single use plastic @UskShow today with reusable water bottles for all volunteers #plasticfreemon #monmeets @sascampaigns



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Climate emergency



In a similar way to Plastic Free, Monmouthshire County Council has responded to the views of citizens by declaring a climate emergency. From December 2018, community groups who form part of Monmouthshire's Community Climate Champions network lobbied the council to declare a climate emergency. Members were keen to hear from members of the public and from officers to better understand the urgency of climate change and what measures can be taken, so a seminar for Elected Members was held in April 2019. Members heard powerful presentations

from local children and community, as well as information from officers about what work is already underway to reduce carbon emissions. In May 2019 Council unanimously agreed to declare a climate emergency, and workshops have been taking place over the summer to develop an action plan setting out how we will reduce our emissions.

Appendix 1 – Further areas that informed the 2018/19 Priority Goals

The table demonstrates how each of the Monmouthshire County Council five priority goals contribute to the national well-being goals. Every well-being goal is directly contributed to by at least two of our priority goals.

Monmouthshire Council priority goal (Well-being 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
The best possible start in life	✓		✓	✓		✓	
Lifelong well-being	✓	✓	✓	✓	✓		
Maximise the Potential of the natural and built environment	✓	✓	✓		✓	✓	✓
Thriving and well-connected county	✓	✓	✓	✓	✓		✓
Future-focused Council	✓	✓			✓		✓

Improvement Objectives

The council is still required under the Local Government (Wales) Measure 2009 to set annual Improvement Objectives and to 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 five priority goals in the Corporate Plan 2017-2022, which also serve as the Council's 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 a strong emphasis on prevention and integrated approaches. A Population Needs Assessment was carried out and provided an assessment of needs and priorities for health and social care within the Greater Gwent Region over a 3 - 5 year period. Regional priorities were subsequently identified and developed into a regional area plan 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. Annual monitoring reports provide updates on progress on the action plans in the Strategic Equality Plan and evidence good practice being carried out across the council departments.

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. Annual monitoring reports reflect the Council's progress on its Welsh language commitments under the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards.

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 to consider 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

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 at improvement@monmouthshire.gov.uk or writing to Matthew Gatehouse, Head of Policy and Governance, Monmouthshire County Council, County Hall, Usk, NP15 1GA

Feedback

We are always interested to know what you think about our services and our priority goals. You can complete this form and return it to us via e-mail or post, or get in touch using the details below.

1. Do you agree that the priority goals identified were the right areas for us to focus on?


	Yes	No	Not sure	Comments
Priority Goal A				
Priority Goal B				
Priority Goal C				
Priority Goal D				
Priority Goal E				

2. Is there anything else that you think should be a Priority Goal 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	Not sure	Comments
Was it easy to understand?				
Was the content informative?				
Would you like to see additional information in future plans?				

 improvement@monmouthshire.gov.uk

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

 @MonmouthshireCC

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- ¹ Sport Wales, School Sport Survey data <http://sport.wales/research--policy/surveys-and-statistics/statistics.aspx>
- ² Careers Wales, Annual Survey of School Leavers <http://destinations.careerswales.com/>
- ³ Stats Wales, Gross Value Added <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/Regional-Accounts/Gross-Value-Added-GDP>
- ⁴ Stats Wales, Average (median) gross weekly earnings <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Earnings>
- ⁵ Stats Wales, Average (median) gross weekly earnings <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Earnings>
- ⁶ Stats Wales, Active Business Enterprises <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/Businesses/Business-Demography>
- ⁷ Monmouthshire County Council, Joint Housing Land Availability Study, <https://www.monmouthshire.gov.uk/planning-policy/housing-land-supply>
- ⁸ The total economic impact of tourism, STEAM data. The economic impact of Tourism is indexed each year.
- ⁹ National Indicator for the Well-being of Future Generations Act, <https://gov.wales/topics/people-and-communities/people/future-generations-act/national-indicators/?lang=en>
- ¹⁰ As part of the requirements under the Active Travel (Wales) Act, the Council has established Integrated Network Maps setting out the Council's plans for improving active travel routes, <https://www.monmouthshire.gov.uk/the-active-travel-act>
- ¹¹ Stats Wales, Air quality <https://statswales.gov.wales/Catalogue/Environment-and-Countryside/Air-Quality>
- ¹² Stats Wales, National Survey for Wales <https://statswales.gov.wales/Catalogue/National-Survey-for-Wales/Sport-and-Recreation/percentageofpeoplewhoparticipateinsport3ormoretimesaweek-by-localauthority-year>
- ¹³ National Indicator for the Well-being of Future Generations Act, <https://gweddill.gov.wales/topics/people-and-communities/people/future-generations-act/national-indicators/?lang=en>
- ¹⁴ Stats Wales, National Survey for Wales, <https://statswales.gov.wales/Catalogue/National-Survey-for-Wales/Well-being-and-Finances/percentageofpeoplewhovolunteer-by-age>
- ¹⁵ Stats Wales, National Survey for Wales, <https://statswales.gov.wales/Catalogue/National-Survey-for-Wales>
- ¹⁶ Stats Wales, National Survey for Wales, <https://statswales.gov.wales/Catalogue/National-Survey-for-Wales>