

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



ANNUAL REPORT
2019/20



monmouthshire
sir fynwy

Title	Corporate Plan Annual Report – 2019/20
Purpose	<p>To assess our progress and performance in 2019/20 against the goals, also the Council's well-being objectives, set in the Corporate Plan 2017-2022.</p> <p>A mid-term refresh of the Corporate Plan was completed in March 2020 to ensure that the aspirations remain relevant, are deliverable with the resources available, and reflect the things that are important to our communities.</p> <p>To provide clarity and ensure accountability through the Council's response to the coronavirus pandemic, the Council has established a revised purpose and set of strategic aims that are continuing to be reviewed. This report largely looks back over the period April 2019 – March 2020, although reference will be made in relevant sections to some of the impact or latest information on the Coronavirus pandemic.</p> <p>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 (2019/20)</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 set an ambitious five-year programme aligned to a clear purpose of building sustainable and resilient communities. The annual progress report would usually describe what we have done to achieve our strategic aims in the 12 months to 31st March. This time the world looks very different and some of the things we set out to do have been paused while we have focused on keeping people safe, stopping the spread of Coronavirus and reaching out to those who need help the most.

When we prepared our Corporate Plan, we examined evidence from a variety of sources and used this to guide the areas we focus on. The plan, available at www.monmouthshire.gov.uk/improvement, identifies the things we thought we would be working on 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. These things remain important and we have continued to deliver most of them. However, the pandemic has posed an unprecedented challenge to our well-being and our way of life.

Some planned activity has needed to be paused as we have re-directed staff and spending towards our coronavirus response. This does not mean we stop being accountable. Our purpose has evolved to reflect the new challenges. We established strategic aims to address the new challenge and tasked the organisation with delivering these. We wanted to ensure that every person or family in crises that we were aware of could access support. This included providing hub schools for the children of key workers during lockdown, phoning all 3000 of the shielded households in our county, paying millions of pounds in grants to support local jobs businesses and co-ordinating community volunteering. We also re-deployed hundreds of staff so that we could continue to safely deliver core services like waste collection and home care.

The first section of this document describes progress against our five goals. These are shown in diagram 1. Each of these goals includes a number of commitments which the organisation will deliver between 2017 and 2022. These were refreshed at the mid-point of the Corporate Plan in Autumn 2019 to ensure our activities remain relevant, are deliverable with the resources available, and reflect the things that are important to our communities. Within this section and the following section of the document we pick up on the things we have been doing to address the challenges posed by the coronavirus, this extends beyond 2019-20 but we felt it was important to include it to provide an open and honest account of our activity.

Our activity continue to reflect the ways of working and national goals established by the Well-being of Future Generations Act. 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 makes public bodies think more about the long-term, work better with people, 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.

Our Priority Goals

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. We share this with our partners in the Public Service Board (PSB) and the priorities set for our organisation in the Corporate Plan 2017-2022 also reflect our contribution to well-being objectives set for the county by the PSB (diagram 1).

It is important that the 22 commitments to action are not considered in isolation, since they can impact on each other and need to be considered in an integrated way (diagram 2).

GLOSSARY

Well-being 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.

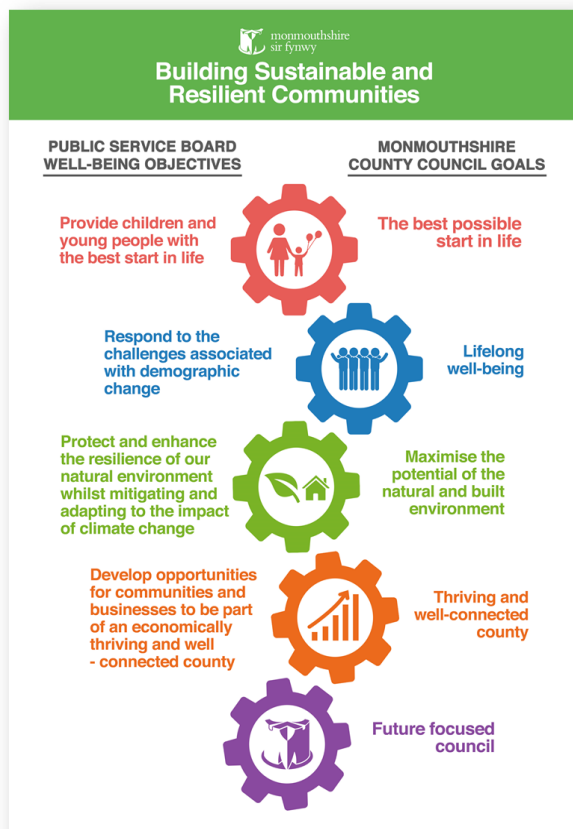


Diagram 1

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. The long-term nature of some objectives means 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 will contribute 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.

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



The Coronavirus (COVID-19) pandemic has posed a significant and unprecedented challenge to how we continue to provide a range of vital services. The Council has continued to rise to the challenge by adapting, innovating and establishing new ways of delivering services that support residents and businesses, assists community activity and supports staff well-being.

To provide clarity and ensure accountability through the Council's response to the coronavirus pandemic, a revised purpose and set of coronavirus strategic aims were set by Cabinet in May 2020. These were updated in July 2020 in the Coronavirus 'Transition' Strategy and continue to be monitored. Some planned activity in our Corporate Plan has needed to be paused or had a lessened focus as we have re-directed staff and spending towards our coronavirus response.

When we set our goals in the Corporate Plan, we identified a clear framework for how we would evaluate progress. In previous iterations of the Annual Report, each priority goal and commitment to action has received a progress evaluation level and rating to provide a headline indication of how well we are doing. In this report, an update has been provided against each goal and commitment providing an accurate representation of progress in 2019/20 and, where relevant, the impact of the coronavirus pandemic in recent months, underpinned by a range of local and national measures. Allocating a formal progress rating has been paused for the 2019/20 report. The re-focusing of our capacity to deal with the virus response means we do not have the same depth of evidence to support this evaluation that we would normally rely on and the continuing dynamic environment the Council operates in has increased uncertainty in evaluating impact.

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. REDUCE CARBON EMISSIONS	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																						
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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 2019/20		
This provides an explanation of why we thought this was an important area of focus.		This will provide a summary of our activities, successes and outstanding actions.		
Detailed Progress update				
Commitment to action		What we said we would do	Progress in 2019/20	
<p>These are the steps that will help us achieve our overall goal</p> <p>The images show contribution to the wellbeing of future generation act goals</p>		<p>This breaks down the activities we intend to do</p>	<p>This identifies what we have achieved so far, and where our focus will be going forward.</p>	
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: Best possible start in life

Monmouthshire County Council Goal: A. Best possible start in life	
Why we are focusing on this	Summary – Progress 2019/20
<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 and encourage active lifestyles for children and young people through a broad range of activities.</p> <p>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 environments, 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>Following the successful completion and opening of Monmouth Comprehensive School, work has continued on writing the Business Cases for the Abergavenny Educational Investment project. Progress with work on projects has been impacted by the pandemic and work is being progressed to revised deadlines.</p> <p>An Estyn inspection of the Council in February 2020 concluded that the authority's education service does not give cause for significant concern. The inspections showed there has been considerable progress against our safeguarding procedures, and commitment to partnership working. It also highlighted areas for development, such as the performance of children eligible for free school meals, and plans are being developed to address these recommendations.</p> <p>There has been a real focus in the last year in Children's Services to implement a coordinated approach to early intervention and prevention. Early help and support services are developing well, and have continued to respond to the demand pressure, expanding and developing services, particularly through the family support offer, so that the right help is provided at the right level of intensity. Whilst we continue to develop interventions to support children and families, the increase in the number of looked after children means that services are under pressure.</p> <p>The impact of the Covid-19 lockdown has presented unprecedented challenges to children and young people in the county. This includes the potential impact on physical and mental health and well-being of children and young people, and the significant time away from school will have affected the learning trajectory of many learners. A range of activities are underway to determine the extent of this, and to address the potential impact on the wellbeing of children and young people.</p>


Detailed Progress Update



Commitment to Action	What we said we would do	Progress in 2019/20
<p>1) THE COUNCIL INVESTS IN FUTURE SCHOOLS</p> 	<ul style="list-style-type: none"> Conclude comprehensive redevelopment of new secondary school with community leisure facilities in Monmouth <i>(Completed)</i> 	<p>The new 21st century school in Monmouth was opened in September 2018, quickly followed by the newly built, state-of-the-art leisure centre.</p> <p>The 21st Century Schools Team has been developed and work continued on writing the Business Cases for the Abergavenny project for submission to Welsh Government. Delivery of the project has been constrained by changes as a result of COVID-19. The key strands of work; the Outline Business Case (OBC) and the statutory consultations regarding the governance of the new school are progressing to new deadlines. The programme is due to complete its combined OBC and Strategic Outline Case (SOC) in the autumn of 2020, in line with funding expectations.</p>
	<ul style="list-style-type: none"> Commence Abergavenny school redevelopment 	<p>Work has commenced on reviewing the capacity and pupil projections within the Chepstow area in readiness for Band C and looking at options for developing learning within the Chepstow area. Strategic work has been put on hold due to operational requirements during the pandemic.</p>
	<ul style="list-style-type: none"> Develop 'Band C' proposals for the re-provision of secondary learning in the Chepstow area 	
<p>2) THE COUNCIL HAS A PLAN FOR RAISING STANDARDS IN SCHOOLS</p> 	<ul style="list-style-type: none"> Continue to raise standards in education and ensure an ongoing focus on vulnerable learners 	<p>For the 2018/19, academic year we have had to recast our reporting of school performance in line with Welsh Government direction. This uses a broad range of school level data when reporting school performance. Evaluating the performance of individual schools rather than generating aggregated data at local authority level is more helpful to supporting and challenging individual schools with their improvement journeys.</p> <p>The Chief Officer Report for Children and Young People was presented to Council in June 2020. The report informed Council of the progress that the education system made in the previous twelve months since the last report, the impact of COVID-19 on outcomes, and future action being taken. Some of the conclusions for the 2018/19 academic year include; across the four</p>
	<ul style="list-style-type: none"> Prepare for the new curriculum in Wales including a focus on the broader skills required by employers. 	
	<ul style="list-style-type: none"> Strengthen the links between schools, their communities and local businesses to improve the 	

	<p>well-being of children and young people (<i>New</i>)</p>	<p>compulsory key stages of education mathematics and science perform in line with expectation when compared to the regional performance.</p> <p>However, there remains too much variation across schools and across phases. Whilst the progress of many groups is strong, the performance of our learners eligible for free school meals is still not at the required level. Learners with additional learning needs are making good progress. However, levels of fixed term exclusions for this group remains higher compared to other groups and remains an issue.</p> <p>The Council and EAS continue to work with schools in ensuring that they are preparing for the new curriculum and meeting the needs of students. Together, the EAS and local authority staff continue to monitor where schools are making suitable progress and where they may need additional support.</p> <p>Monmouthshire County Council underwent an Estyn Inspection of Local Government Education Services in February 2020. The Estyn report recognises the clear vision and strong focus on ensuring ‘the best possible start in life’ and also identified the commitment to partnership working that has resulted in a good track record of improvement. Furthermore, it recognises the distance travelled since 2012 particularly regarding safeguarding, where it notes the authority’s exemplar safeguarding procedures.</p> <p>There are areas for development clearly identified: the need to improve outcomes of pupils eligible for free school meals; further strengthen our focus on excellence; articulate a clear vision for SEN provision and make better use of information gathered through self-evaluation.</p> <p>Plans are being developed and implemented to address the recommendations.</p> <p>The inspection concluded that the authority’s education service does not give cause for significant concern.</p>
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		<p>The impact of school closures during the Covid-19 lockdown has presented unprecedented challenges to children and young people in the county. The significant time away from school will have affected the learning trajectory of many learners. This is not likely to be a uniform impact, with the impact on disadvantaged pupils likely to be more significant.</p> <p>All schools have been progressing the delivery of a distance learning offer to their learners. To assist this, we have established digital learning technologies and approaches, which are being further developed into a blended learning approach going forward. Guidance has been developed for schools to ensure that staff and children and young people are safeguarded when using digital learning platforms. Schools have prioritised professional learning on the development of skills to develop and deliver an effective blended learning offer for learners.</p> <p>Following announcements and guidance from Welsh Government, extensive plans have been implemented for the full reopening of all Monmouthshire schools for the autumn term. Schools have been assessing pupils on return in September to identify the support and intervention needed for pupils to continue to make accelerated progress and close gaps in learning.</p>
<p>3) THE COUNCIL CARRIES OUT A STRATEGIC EDUCATION REVIEW</p> 	<ul style="list-style-type: none"> Implement the findings and recommendations of the independent Additional Learning Needs Review 	<p>Mounton House was closed in August 2020. This has resulted in resources being made available for earlier interventions to support vulnerable learners and those at risk of exclusion within secondary provision.</p> <p>The ALN team have been a key part of the regional preparations and developments for the new ALN and Tribunal Act legislation. There has been recent confirmation from the Welsh Government that the implementation will retain its original timeline.</p>
	<ul style="list-style-type: none"> Review of Catchment and Nearest School Policy 	

	<ul style="list-style-type: none"> • Review of Home to School Transport 	<p>The Additional Learning Needs Coordinators (ALENCos) network has been developed across the county and the Special Need Resource Base network has been developed to capitalise on expertise in the County.</p>
	<ul style="list-style-type: none"> • Review and develop leadership structures across schools 	<p>The admissions criteria used to allocate school places has been reviewed and consulted upon. The review of secondary school catchment areas has also begun through consultation on proposals for change in the north of the county. The recommendations arising from both consultations have been accepted by Cabinet, and implemented with effect from September 2020. There remain areas of the county that require catchment reviews that have been unable to be progressed to consultation at the moment. Catchment areas in Abergavenny will be reviewed as part of band B proposals, and a working group will be established to form proposals affecting the south of the county.</p> <p>A working group has been established to review home to school transport arrangements, and the new home to school transport policy has been reviewed. This will need further consideration in light of the impact and learning from the pandemic.</p> <p>There have been significant developments in the leadership cadre across Monmouthshire. There has been commitment to ensuring that new models of school leadership are considered and there have been successful appointments to executive headship in four schools. Two are within the authority, one where the leadership capacity is brought in from another authority and another where we support another school out of county.</p>
4) THE COUNCIL IMPLEMENTS A MODEL OF EARLY INTERVENTION AND	<ul style="list-style-type: none"> • 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, and have continued to respond to the demand pressure, expanding and developing services, particularly through</p>

<p>PREVENTION FOR CHILDREN AND FAMILIES</p> 	<ul style="list-style-type: none"> • Provide services that meet mental health and emotional well-being 	<p>the family support offer, so that the right help is provided at the right level of intensity. Early evaluation of family support services indicates clear and positive outcomes for families. For example, the Achieving Change team is currently working with 50 plus children on the 'edge of care' to enable them to remain living safely with their parents.</p>
	<ul style="list-style-type: none"> • Promote active lifestyles for children and young people through a broad range of activities including sport, exercise and the natural environment 	<p>The number of looked after children has increased significantly from 173 at the end of 2018/19 to 219 at the end of March 2020 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 services are under pressure. Work is underway to maximise the opportunities to reduce the current trends.</p>
	<ul style="list-style-type: none"> • Roll out the 'Children's Voices in Play' toolkit across the county to support the creation of play-friendly communities (<i>New</i>) 	<p>A number of potential risks have been identified due to the Coronavirus pandemic that will need to be managed and mitigated as far as possible. This includes the impact on physical and mental health and well-being of children and young people, and the potential for harmful behaviours, abuse and neglect to remain hidden.</p> <p>The Educational Psychology Service and Healthy Schools will provide advice and support to practitioners to support the well-being of children and young people impacted by the COVID -19 pandemic.</p> <p>Working with the Public Service Board and Children & Young People Strategic Partnership, Adverse Childhood Experiences (ACE) awareness training has been delivered within Monmouthshire via the ACE Hwb and the Early Action Team throughout 2019. Alongside this, a mapping and scoping exercise has been conducted to identify the extent of youth support services and community-based provision available to young people and their families. This is complemented by a similar exercise across all schools within Monmouthshire to identify what systems and processes are in place to</p>

		<p>identify and respond to concerns about ACE's, with a particular focus on children and young people's behaviour and mental well-being.</p> <p>All Monmouthshire schools participate in the Healthy Schools programme, with 97% achieving Phase 3, and four schools achieving the National Quality Award. An increasing number of schools (22) participate in the Daily Mile scheme in partnership with sports development. Overall, childhood obesity levels in Monmouthshire show a three-year improving trend, remaining below the rate across the ABHB region and Wales during this period.</p> <p>During the pandemic MonLife have provided 'Summer Hub' provision over summer 2020 for children with a total of 4,170 attendances, an average of 166 children per day. The provision supported 124 vulnerable pupils and 76 pupils eligible for free school meals.</p>
<p>5) THE COUNCIL ENSURES PERMANENT ACCOMMODATION AND SUPPORT FOR LOOKED-AFTER CHILDREN</p>  	<ul style="list-style-type: none"> • Increase the number of Monmouthshire foster carers 	<p>The council has collaborated with Blaenau Gwent Council to implement the MYST service, a multi-disciplinary intensive therapeutic fostering service for Looked After Children and Young People, which will help to support children with complex needs within a foster care setting.</p> <p>Monmouthshire is aiming to attract more foster carers to offer placements to looked after children. Active campaigns are being run to increase the rates of in-house foster carers, including the 20 for 20 reasons to foster. During 2019/20, the overall number of foster carers increased from 65 to 80. Although this is a positive increase, the increasing number of looked after children means that demand remains high and therefore recruitment campaigns are continuing and have now recommenced during the coronavirus pandemic. The impact of the coronavirus pandemic on foster placements and/or carer recruitment continues to be monitored.</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 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	Latest	Target	Comment
Percentage of children and young people at the end of KS2 in Monmouthshire primary schools who move to a secondary school in the county	75.4%	78.5%	Increase	Latest is summer 2019 data
Percentage of pupils with a statement of special educational learning need who are educated in mainstream setting within the county	69.7%	62.4%	Increase	The calculation method has been refined and the measure will be further reviewed

Percentage of Year 11 leavers not in education, training or employment (NEET) ¹	1.6%	1.3%	1.1%	Latest is 2019 data, data produced annually by Careers Wales
Percentage of looked after children who experience non-transitional school moves	5.3%	12.7%	<10%	
Percentage of families supported by early help services who report being helped with what matters to them: i) Pre statutory Services ii) Statutory services	Baseline in 19/20	i) 71% ii) 86%	Baseline	Pre statutory is early intervention prior to receiving statutory children's social services. Statutory services is early intervention through prevention into care.
Percentage of children placed with generic/kinship foster carers	37.6%	36.1%	Increase	
Percentage of pupils who take part in sport on three or more occasions per week ²	45%	Next survey 2021	Next survey 2021	Previous is 2018 survey data from Sports Wales.
Number of young people trained in the playmaker award	914	923	900	









Goal B: Thriving and well-connected county

Monmouthshire County Council Goal: B. Thriving and well-connected county	
Why we are focusing on this	Summary – Progress 2019/20
<p>Monmouthshire is the most competitive economy in Wales after the capital city of Cardiff, is best placed for growth per head of population and has the highest rate of business births. Whilst productivity is comparatively high – more needs to be done to increase Gross Value Added in existing & new industries. As the closest point for business relocation, post cessation of the Severn Bridge Tolls – this means seizing the opportunity to boost Research & 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 - and so we will review our Local Development Plan to ensure it is meeting our needs. The delivery of quality, sustainable and affordable housing will help enable the retention of young people, helping combat ‘brain drain’ and managing the social and economic challenges associated with a rapidly ageing population.</p> <p>We will tackle the barriers to productivity, and focus sustainable infrastructure and connectivity. Externally, developing such foundations will enable businesses and community enterprises to deliver employment, growth and prosperity. Post-Brexit this will 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>Monmouthshire Business and Enterprise have continued to work to support businesses in the county, with 75 businesses assisted or referred to partners. Support and advice has been offered on areas such as the town centre environment and the business rates relief scheme. This support has been particularly focused during the pandemic, when the council has strived to ensure businesses are aware of the support available to help them survive and thrive. So far, 1,881 businesses have been supported through Business Support Grants.</p> <p>A Digital Infrastructure Action Plan has been developed. The plan identifies opportunities to address the issue of 12.5% of premises not having next generation access to broadband. Considerable work has been undertaken to bridge the broadband gap, such as access to Superfast Cymru and the second Rural Community Development Fund broadband deployment project. Projects and learning on 5G have also been advanced. Digital infrastructure works have been slow to move forward in the county, impacted by the flooding and the pandemic. Future planned activity will start to reduce the County’s digital deprivation rates.</p> <p>Work on the Replacement Local Development Plan (RLPD) has been progressing but has seen significant delays due to the pandemic. A revised delivery agreement is being drafted to set out the revised timetable. In 2019/20, fewer new dwellings were completed, below the LDP target, and 82 affordable homes were completed, 85% of the target.</p> <p>The latest tourism figures for Monmouthshire show that it contributed £244.99 million to the County’s economy, a 2.6% increase on the 2018 economic impact figure. The pandemic has had a considerable impact on tourism. Work will continue to understand the impact, and to support tourism and local businesses in the area.</p>


Detailed Progress Update


Commitment to Action	What we said we would do	Progress in 2019/20
<p>6) THE COUNCIL DEVELOPS AND DELIVERS A NEW ECONOMY AND ENTERPRISE STRATEGY</p> 	<ul style="list-style-type: none"> • Work with business to create and deliver a new strategy focused on increasing competitiveness productivity and innovation • Develop incentives and support to encourage indigenous business growth and inward investment • Develop more employment opportunities, such as apprenticeships and the youth enterprise scheme, increasing the retention of a younger economically active demographic • Ensure planning policies and land allocations for employment uses enable appropriate growth sectors. • Raise the profile of Monmouthshire, support and grow the foundational economy including developing proposals for shorter supply chains to 	<p>Monmouthshire Business and Enterprise engagement with business has been ongoing throughout the year, providing information to businesses regarding support available, and signposting events being delivered by Business Wales and Superfast Business Wales. Information has been provided regarding the town centre environment, the business rates relief scheme and other issues of concern, and land and property searches have been conducted and potential sources of funding identified for a range of start-ups and existing businesses. 75 businesses have been assisted by Monmouthshire Business and Enterprise and referrals to partners</p> <p>Following consultation, the draft 'Vision Monmouthshire 2040: 'Growing your Business in Monmouthshire' Inward Investment Prospectus was subsequently approved by Cabinet in March 2020. The purpose is to work alongside the Economic Growth and Ambition Statement, approved in November 2019, and the Replacement Local Development Plan (RLDP). The documents will work collectively in identifying and encouraging suitable employment sites and premises for development.</p> <p>The Apprentice, Graduate and Intern Strategy was approved in July 2019 and a Coordinator post has been appointed to deliver on the priorities and actions within the strategy.</p> <p>Numerous events have been celebrated with schools including International Women's Day, which included talks and workshops with inspirational women from a range of sectors. Schools also celebrated Global Entrepreneurship Week, which consisted of a series of talks and workshops from business mentors.</p> <p>Monmouthshire was one of three locations benefitting from the learning associated with a £2m DCMS fund programme to trial the use of 5G technology acting as a testbed</p>

	benefit consumers and growers. <i>(New)</i>	to bring world-class digital infrastructure to Monmouthshire. The project provided one village, Llanddewi Rhydderch, with gigabit speeds.
	<ul style="list-style-type: none"> Develop support for rural businesses including improvements in rural broadband: acting as a testbed for rural applications of 5G and facilitating agricultural technology <i>(New)</i> 	<p>On 20th February 2020, the Council received notice of the approval of CoCoRE, a 5G testbed in South East Wales to connect rural communities across Monmouthshire and semi-urban communities in Blaenau Gwent. Cabinet approved the council's role as a partner in the project in July 2020. The Council will be involved in developing test cases for the use of 5G in:</p> <p>Tourism: Scalable AR Experience for a Sensitive Site and Preservation & Safety specifically at Raglan Castle</p> <p>Diverse Rural Economy: Farms Security & Safety and Farmer Mental Wellbeing & Isolation</p> <p>The Coronavirus pandemic has been a challenging time for businesses in the area, and support has been provided, wherever possible, specifically through the timely payment of COVID-19 grants. The Council has strived to ensure businesses are aware of the support available and have continued to provide business advice and support throughout. Financial support and advice has been provided to approximately 2000 businesses during the pandemic. So far 1,881 businesses have been supported through Business Support Grants and 58 through Start Up Grants.</p>
7) THE COUNCIL MAXIMISES ECONOMIC POTENTIAL THROUGH DELIVERING THE CARDIFF CAPITAL REGION CITY DEAL	<ul style="list-style-type: none"> Lead 'Innovation theme' and play a key governance role in the Cardiff Capital Region <i>(Completed)</i> 	Cardiff Capital Region (CCR) City Deal has streamlined its governance in order to aid delivery of key priorities for the region around skills, transport, strategic development, planning and business growth. Monmouthshire County Council has approved the Cardiff Capital Region Five-Year strategic Business Plan.
	<ul style="list-style-type: none"> Work as part of the Cardiff Capital Region to attract high skill, high wage jobs to ensure that people have the opportunity to raise their household income <i>(New)</i> 	The CCR Cabinet has also set out its Industrial and Economic Plan, Investment Framework and Investment Fund with three investment priorities, which focus on infrastructure, innovation and challenge.

   	<ul style="list-style-type: none"> Develop and deliver projects of regional significance including capitalizing on new Compound Semi-conductor Foundry 	<p>Following the COVID-19 Pandemic, the CCR updated its Regional Industrial and Economic Growth Plan and its Investment and Intervention Framework. This converts the ten priorities into a clear addendum to act as a guide to set out the ways in which CCR is best able to help mitigate some of the worst effects on the economy and businesses in the region as a result of the crisis and its ongoing impact.</p>
<p>8) THE COUNCIL DELIVERS BETTER INFRASTRUCTURE CONNECTIVITY & OPPORTUNITY</p>    	<ul style="list-style-type: none"> Develop and deliver solutions to improve rural broadband 	<p>The Council has continued to work with Welsh Government to support access to Superfast Cymru and officers represent the council on the newly formed Wales Digital Infrastructure Group.</p>
	<ul style="list-style-type: none"> Develop a range of options to improve rural transport and better public transport linked to opportunities throughout the Cardiff Capital Region, including improvements at Severn Tunnel Junction 	<p>Due to the pandemic, and the preceding flooding that took place in November 2019 and February 2020, digital infrastructure works have been slow to move forward in the county, and the digital deprivation rate still stands at 12.5%. Monmouthshire still has 8,000 premises in the county with poor broadband. Of these, 5,600 are under review with the possibility of Altnets supplying services, and 2400 premises are still considered with 'no potential suppliers available'. In July 2020, following the Welsh Government announcement of additional funding for 'Full Fibre to the Premise' (FFTP) by Openreach, the number of connected premises is likely to increase from 1581 to 2163, however further analysis is needed into this investment and how it can maximise other planned activity in the County.</p>
	<ul style="list-style-type: none"> Make use of new technology to improve how we maintain highways services 	
	<ul style="list-style-type: none"> Complete the second phase of the Chepstow Transport study in conjunction with the appointed contractors and neighbouring local authorities; and take action based on the findings <i>(New)</i> 	<p>Cabinet approved a revised version of the Digital Infrastructure Action Plan in July 2020, which identifies opportunities to address the 12.5% of premises in Monmouthshire with limited or no connectivity to Next Generation Access broadband. Delivery of the second Rural Community Development Fund broadband deployment project was completed in March 2020 with an additional 550 premises having access to the new network. Whilst progress to date has been slow, future planned activity will start to reduce the County's digital deprivation rates.</p>
	<ul style="list-style-type: none"> Identify ways to reduce the difference in pay between men and women in the county 	<p>The Monmouthshire GovTech challenge, funded by the Cabinet Office, was launched in July 2018 to encourage technology firms to develop and pilot technology-led solutions to loneliness and limited rural transport. These were to be developed and</p>

		<p>tested in Monmouthshire with the potential to scale around the UK and beyond as commercially viable solutions.</p> <p>From the five companies who were awarded £50,000 each to undertake research and development, two were subsequently identified to take their projects forward with additional Cabinet Office funding. The Behavioural Insights Team was focused predominantly on loneliness and isolation, whilst Box Clever Digital had a greater focus on rural transport. The latter project has worked closely with Bridges Community Car Share scheme to pilot digital solutions to make the service more efficient and has been successful in helping them increase passenger miles. The team are also working closely with the Grass Routes bus service to increase efficiency. Box Clever are also developing secure lift-share scheme called 'tag-along' however, work has been paused as a result of the coronavirus.</p> <p>The Council's Social Justice Strategy demonstrates the Council's commitment to address inequalities and improve outcomes for the county's people and communities. It includes programs of work related to overcoming inequalities in access to economic prosperity. Informed by the impact of the coronavirus pandemic as part of the Council's continued commitment to Social Justice, evidence is being reviewed and activity related to poverty and inequality in Monmouthshire being planned. Further analysis of data is also being undertaken to inform resources to be targeted more effectively</p> <p>The latest information from 2019 on the average (median) weekly earnings for employees working in Monmouthshire shows there was a £1.60 difference in pay between men and women. This shows a considerably lower difference in pay that varies significantly from the previous year and recent years' trends, the longer term trend in pay needs to be considered.</p>
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<p>9) THE COUNCIL PROVIDES MORE OPPORTUNITIES FOR LOCAL LIVING, WORKING & LEISURE</p> 	<ul style="list-style-type: none"> Review the current Local Development Plan to ensure an appropriate supply of land for homes and businesses 	<p>Work on the Replacement Local Development Plan (RLPD) has been progressing. As a result of the circumstances surrounding COVID-19, the decision was taken in March 2020 to postpone the RLDP Preferred Strategy engagement events until further notice and to keep open, with an extended deadline, both the Preferred Strategy consultation period and the second call for candidate sites. A revised Delivery Agreement will be reported to Council in October 2020 setting out an updated timetable for future key stages of plan preparation.</p> <p>Progress on the Strategic Development Plan has been delayed by the governance changes being introduced via the Local Government and Elections (Wales) Bill.</p> <p>The Minister for Housing and Local Government issued a letter in July 2020 requesting that all local planning authorities undertake an assessment of the RLDP evidence base, strategy and policies to assess the consequences the current pandemic before progressing with plan preparation. Welsh Government has recently confirmed that the end date provision in the Planning (Wales) Act 2014 does not apply to LDPs adopted before that legislation was enacted meaning this significant risk has been removed for Monmouthshire.</p> <p>In 2019/20, 356 new dwellings were completed, this is a decrease from 443 in 2018/19, and is still below the LDP target. Of the dwellings completed in 2019/20, 82 were affordable homes, 85% the 96 target.</p> <p>The Destination Management Plan (DMP) for Monmouthshire establishes a clear framework to address identified priorities and deliver year round sustainable tourism growth. Latest STEAM (Scarborough Tourism Economic Activity Monitor) figures for Monmouthshire show that in 2019 tourism contributed £244.99 million to the County's economy, a 2.6% increase on the 2018 economic impact figure. Tourism revenue grew in real terms by 18.5% between 2015 and 2019 (against a target of 10% between 2015-2020).</p> <p>The pandemic has had a considerable impact on tourism as the national message was to 'stay home' and save lives. Most of the Tourism businesses and attractions have now</p>
	<ul style="list-style-type: none"> Participate in and shape opportunities for regional strategic land-use development plans 	
	<ul style="list-style-type: none"> Increase the volume, quality, variety and affordability of housing 	
	<ul style="list-style-type: none"> Provide flexible support for tourism development in the county 	
	<ul style="list-style-type: none"> Engage with communities to create plans for the redevelopment of Usk and Caldicot town centres and begin discussions on plans for Monmouth and Chepstow (New) 	

		<p>reopened in Monmouthshire. Since restrictions have allowed, the council has supported the promotion 'Visit Monmouthshire, Safely' to make it as easy and safe as possible for visitors to visit the places and landscapes they love in Monmouthshire.</p> <p>During the Coronavirus pandemic, widespread consultation has taken place to seek the opinions of our residents and to gather ideas about how Monmouthshire's town and village centres could re-open safely and look in the future. Changes have been made supporting the safe re-opening of Monmouthshire's town and village centres, and the businesses that reside within them. Based on learning and feedback, arrangements continue to be refined to adapt our main town centres to make sure they are safe.</p> <p>We promoted the 'Shop Local, Shop Monmouthshire' campaign, which celebrates Monmouthshire's unique towns and villages and aims to support our shops and high streets as they work to safely re-open and recover from the impact of the Covid-19 lockdown.</p>
<p>10) THE COUNCIL UNLOCKS ECONOMIC VALUE OF ITS SPENDING POWER</p> 	<ul style="list-style-type: none"> Review our procurement spend, improve analysis of expenditure and build local supply chains where possible 	<p>An external consultant has been appointed to conduct a review of procurement spending in the council to identify areas that have the potential to deliver additional savings. Work on the review been delayed due to the pandemic, plans are underway to scrutinise findings of the review to create a plan for addressing them.</p>
	<ul style="list-style-type: none"> Minimise the long-term impact of our activities by using resources where they are needed, reducing waste, recycling materials, increasing local value-creation and focusing on whole life costs 	<p>The council has been involved in embedding sustainable outcomes within the procurement process, in tender specifications and scoring criteria.</p> <p>Given the impact of Covid-19, the Strategic Procurement Unit has refocused its purpose to ensure that there is resilience and security in the organisations future requirements for goods and services. The key objective has been to endeavour to keep the council's pound within the county boundaries and its neighbouring authorities, whilst ensuring compliance with the procurement rules and regulations. For example, by working closely with colleagues in high spending service areas, contracts to the value of £11 million have been awarded to local suppliers since April 2020.</p>
	<ul style="list-style-type: none"> Ensure we play an active part in national-led commissioning consortia 	

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	£20,985	£22,307	Increase	Gross value added estimates the total output of an economy. Current data is from 2018
Difference in average pay between men and women ⁴ :	£120.40	£1.60	Reduce pay difference	The average (median) weekly earnings for employees working in Monmouthshire, current is 2019 data. This shows a significantly lower difference in pay, which varies significantly from recent years' trends.
Men	£578.90	£563.60		
Women	£458.50	£562.00		
Average weekly earnings of people who work in Monmouthshire ⁵	£529.50	£570	Increase	The average (median) weekly earnings for employees working in Monmouthshire, current is 2019 data.

Number of active business enterprises in the county ⁶	4170	4165	Increase	Data is recorded on a calendar year basis; current is 2018 data
Number of businesses assisted by Monmouthshire Business and Enterprise Team and referrals to partners	82	75	75	
Total income generated from tourism ⁷	£238.67 million	£244.99 million	10% increase by 2020	Data is recorded on a calendar year basis; current is 2019 data. Tourism revenue grew in real terms by 18.5% between 2015 and 2019 (against a target of 10% between 2015-2020).
Number of market and affordable housing units built	443 (of which 131 affordable)	356 (of which 82 are affordable)	488	
Number of premises with access to high speed broadband through the Superfast Cymru 2 scheme	New Measure	Not available	2163 (over 3 years)	Targeted intervention increased from 1580 this year
Number of white premises gaining access to high speed broadband	New measure	480	New measure	Figure revised due to review of data.


Goal C: Maximise the Potential of the natural and built environment


Monmouthshire County Council Goal: C. Maximise the Potential of the natural and built environment	
Why we are focusing on this	Summary – Progress 2019/20
<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. 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 & restoration of goods and want to work with businesses and organizations that subscribe to these too.</p> <p>We have declared a Climate Emergency and are committed to delivering the strategy and action plan to reduce the council’s carbon emissions. We will maintain the internal corporate systems, policies and asset management plans that emphasis 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>Efforts to improve recycling rates in the county have continued this year. The provisional recycling rate for 2019/20 is 65.56%, above the national target of 64%. Performance needs to improve to ensure recycling rates increase going forward. The coronavirus pandemic caused disruption to some waste and recycling services in the County. Evidence continues to be reviewed to determine if any learning can be taken from recent months to improve recycling figures going forward</p> <p>A green infrastructure strategy has been developed and £628,000 of funding was secured for green infrastructure improvements and opportunities across Monmouthshire.</p> <p>Considerable work has been undertaken to progress the active travel offer in Monmouthshire, with a focus around education, key employment sites and public transport. Consultation has taken place to determine residents priorities going forward and a new governance framework for the management of projects has been developed. An Active Travel Fund Investment of £1.5m has been secured from Welsh Government.</p> <p>In May 2019, Council voted unanimously to declare a Climate Emergency. Following the declaration, a strategy and action plan was developed, containing the objectives and actions in place to reduce the council’s carbon emissions. A Climate Emergency working group has been established to take responsibility for ensuring the action plan continues to progress. There has been some disruption to progress as a result of the pandemic and it has created some uncertainty over funding. Work is underway to understand the impact and to develop the strategy in line with areas of learning seen during the pandemic. For example, we have seen changes to the way we work, the amount we travel, how we manage greenspaces and promote active travel.</p>


Detailed Progress Update

Commitment to action	What we said we would do	Progress in 2019/20
<p>11) THE COUNCIL DEVELOPS & DELIVERS A SUSTAINABLE PLAN FOR ENHANCING THE LOCAL ENVIRONMENT</p> 	<ul style="list-style-type: none"> • Work with community groups to reduce litter and fly tipping while using technology to improve our own processes. • Ensure that we reduce the amount of waste, achieving recycling targets and not exceeding national limits for the amount we can send to landfill • Work towards becoming a plastic free county, reducing single use and unnecessary plastics to an absolute minimum. • Deliver Green Infrastructure Policy to ensure people have access to green spaces • Secure and deliver funds for projects including Living Levels, Agri-urban and Air Quality • Install real time air quality monitoring equipment in four schools • Deliver more opportunities for active travel and 	<p>Fly tipping can now be reported using the My Monmouthshire App. In 2019/20, of those incidents confirmed as fly tipping for which the Council was responsible, clearance took an average of 5.96 days.</p> <p>In September, we launched a campaign 'Don't Mess with Monmouthshire' to raise awareness of littering and to encourage everyone to take their litter home, which coincided with Keep Wales Tidy's Autumn Clean Cymru. Based on street cleanliness inspections completed in 2019/20, 98.22% of streets were reported as clean.</p> <p>The Household Recycling report was presented to Cabinet in December 2019, which set out measures necessary to achieve national recycling targets, minimise budget increases and provide sustainable waste services going forward.</p> <p>Monmouthshire's recycling rate peaked in 2016 at 67% and there has been a slow but steady decline in performance since then. The recycling rate for 2018/19 was 63.37%, and the provisional recycling rate for 2019/20 is 65.56%, above the national target of 64%. Performance needs to improve in this area to ensure recycling rates increase going forward.</p> <p>The coronavirus pandemic caused disruption to some waste and recycling services in the County. Data has been reviewed, and will continue to be, to establish the impact on recycling rates, and to determine if any learning can be taken from recent months to improve recycling figures going forward. It is difficult to predict performance in 2020/21 but the first quarter saw the highest recycling rate ever of 74%, with record numbers of residents using kerbside recycling collections following the closure with Household Waste Recycling Centres.</p>

	improved connectivity (New)	<p>A green infrastructure strategy was adopted in December 2019 and work in parks and green spaces is ongoing. £628,000 of funding was secured for green infrastructure improvements and opportunities across Monmouthshire.</p> <p>Work has also commenced to establish a new strategic Environment Partnership Board, comprising of multi-agency partners who have a role to play in addressing the issues in relation to biodiversity, climate change and other environmental matters. It is anticipated that this partnership will have the ability to support the council's Climate Emergency work by complimenting and maximising opportunities to take collective action in relation to carbon reduction etc.</p> <p>Considerable work has been undertaken to progress the active travel offer in Monmouthshire, with a focus around education, key employment sites and public transport. A comprehensive Active Travel consultation has been carried out to determine the public's priorities going forward. To support this, a more informative website has been developed to host the digital questionnaires and provide more information. A new governance framework for the management of projects has been introduced to provide clear monitoring and accountability for delivery. Work is underway to progress the draft Cycle strategy, which was published in April 2019. Finally, an Active Travel Fund Investment of £1.5m has been secured from Welsh Government, the largest investment Monmouthshire County Council has ever received.</p>
	<ul style="list-style-type: none"> Maintain the diversity of plants and wildlife in the county while taking measures to make them more resilient to external threats like flooding and rising temperatures. (New) 	
12) THE COUNCIL WILL DEVELOP AND IMPLEMENT CLEAR PLANS TO REDUCE ITS CARBON EMISSIONS TO NET ZERO BY 2030 AND WORK WITH COMMUNITY GROUPS TO REDUCE EMISSIONS ACROSS THE COUNTY AS A WHOLE	<ul style="list-style-type: none"> Develop and enable more local renewable energy schemes 	<p>In May 2019, Council voted unanimously to declare a Climate Emergency. In October 2019, Council received the report to set out Monmouthshire's strategy and action plan to respond to the Climate Emergency declaration. The strategy describes the objectives and actions in place to reduce the council's carbon emissions. Council approved ten objectives within the plan, which cover the areas of activity that will need focus in order to achieve the goal of reducing carbon emissions to net zero by 2030.</p> <p>A member-led Climate Emergency working group, chaired by the cabinet member, has been established to take responsibility for ensuring the action plan</p>
	<ul style="list-style-type: none"> Develop an investment programme to help our services transition to a low carbon future 	
	<ul style="list-style-type: none"> Trial and test hydrogen vehicles through partnerships with 	

	<p>organisations such as River Simple</p> <ul style="list-style-type: none"> • Install battery charge points for electric vehicles in all towns using funding opportunities such as grants from the Office for Low Emission Vehicles 	<p>continues to progress. The working group met for the first time in January and has used technology to continue meetings during the Coronavirus lockdown. There is clear progress against 53 of the 68 actions.</p> <p>It is clear that COVID-19 has caused some delays to progressing some of the Climate Emergency aspirations, and created some uncertainty over funding. There is a need to continue to understand the impact and to adapt/develop the strategy in line with areas of learning seen during the pandemic. For example, we have seen changes to the way we work, the amount we travel, how we manage greenspaces and promote active travel. There is also a growing recognition nationally and internationally of the need to build climate change into a green recovery.</p> <p>There have been delays in progressing some initiatives, namely due to work being paused or unable to start due to COVID-19, and uncertainty over available funding. Progress on specific projects this year include the installation of 4200 LED street lights, bringing the total to 9000. The remaining 1400 lights are now being converted to LED. There has been reduced mowing of green infrastructure, with over 3 million square metres managed in a more sustainable manner. A tree planting programme has started throughout the County, and finally, funding has been secured to pilot the use of a small number of e-bikes to encourage active travel.</p> <p>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. Arrival of the first few cars is anticipated in the coming months, available for trial to those who have registered an interest.</p> <p>A feasibility study for electric vehicle and charging points has been carried out to identify suitable locations within the county. Two new electric vans have been ordered for school catering at Deri View and Kymin View and installation of EV charging points has begun. A grant request was submitted to Welsh Government</p>
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		<p>in February for funding for various electric vehicles for schools, including a minibus, and pool car for residential home visits.</p>
<p>13) THE COUNCIL KEEPS ROADS AND AREAS SAFE</p> 	<ul style="list-style-type: none"> • Work with town and community councils and local people to identify where speed reduction measures are needed including 20 mph zones where appropriate • Support for Community Speed Watch and community-led speed safety initiatives 	<p>The Monmouthshire Road Safety Strategy (RSS) has been developed. The RSS sets out a coherent and coordinated plan of action to make Monmouthshire's 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>Town-wide 20mph schemes have been implemented as part of the Covid19 response to make town centres safer; it is anticipated that these speed limits will be maintained on a permanent basis. Monmouthshire is being presented to Welsh Government as a candidate authority for the countywide "20mph in urban areas" trial, prior to legislation coming into effect in 2023.</p> <p>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 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). Community Speed Watch is operated by Go Safe/Gwent Police; we will continue to assist where necessary.</p>
<p>14) THE COUNCIL ENHANCES LOCAL HERITAGE AND DEVELOPMENT OF ARTS AND CULTURAL SERVICES</p>	<ul style="list-style-type: none"> • Support a resilient and sustainable cross-county museum offer whilst identifying opportunities for arts and cultural development-(New) 	<p>A Museum review was completed, resulting in a full complement of staff whose role descriptions better align with the needs of the service. This has allowed the time and space to start moving the service forward to meet customer expectations.</p>

	<ul style="list-style-type: none"> Pursue opportunities to improve the facilities at the Borough Theatre (<i>New</i>) Protect and enhance our built heritage including the submission of bids to the National Lottery Heritage Fund, where appropriate 	<p>Funding has been sourced from the National Lottery Heritage Fund to write a Heritage Strategy and to carry out a Collections review. A Heritage Strategy Officer has been appointed and subsequently, work has started on the collections review. A methodology has been established for assessing the collections and has been put into practice. In addition, the council has collaborated with colleagues in other Welsh Museums to redistribute collections to more suitable locations.</p> <p>A full programme of events was planned for 2020, which included events delivered both internally and in partnership with community groups. Unfortunately these have been cancelled/postponed due to Covid-19.</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
✓	✓	✓		✓	✓	✓


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
Percentage of waste reused, recycled or composted	63.37%	65.57%	64.5%	Current is provisional 2019/20 data
Average number of days taken to clear fly-tipping incidents	4.82	5.96	<5	
Percentage of streets that are clean	97.2%	98.2%	97.5%	
Percentage reduction of Council carbon dioxide emissions	9.9%	Not available	3%	
Capacity of renewable energy in the county driven by the Council	6240KW	Not available	Increase	
Levels of nitrogen dioxide (NO ₂) pollution in the air (µg/m ³) ⁸	8	8	Decrease	Current is data from 2018
Number of trees planted	Baseline in 19/20	356	10,000 (by 2022)	
Number of new active travel routes	0	0	Increase	No new routes, although considerable work has been undertaken to progress the active travel offer in Monmouthshire.
Number of rural communities in which speed safety initiatives are supported	0	4	Increase	
Percentage of roads in poor condition: A roads B roads C roads	2.7% 4.7% 7.3%	3.3% 5.1% 7.6%	<3% <5% <8%	
Total amount of Rural Development Plan funds committed to projects in Monmouthshire	£194,702	£197,170	£1,674,000 (total by Dec 2021)	


Goal D: Lifelong well-being


Monmouthshire County Council Goal: D. Lifelong well-being	
Why we are focusing on this	Summary - Progress 2019/20
<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 are committed to social justice; addressing inequalities and improving outcomes for the county's people and communities. 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>Monmouthshire continues to develop a place based approach where advice and assistance will be delivered in people's communities through a range of providers. 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.</p> <p>A well-established Adult social services programme looking at transformational approaches to the delivery of care at home has continued to be advanced. The model has developed an approach that changes the relationship between commissioners and service providers, working towards a shared aspiration of better outcomes for individuals.</p> <p>A Social Justice Strategy is in place and demonstrates the Council's commitment to address inequalities and improve outcomes for the county's people and communities. There is risk that coronavirus and lockdown measures could disproportionately impact on the well-being of some sections of our communities, resulting in increased poverty and inequality. As part of the Council's continued commitment to Social Justice, evidence is being reviewed to help target resources more effectively.</p> <p>The COVID-19 pandemic has seen a tremendous volunteering response in Monmouthshire and these efforts have been vital in supporting those most in need. The Community Support Structure was established to coordinate those in need of assistance with the offers of support available. The Our Monmouthshire Community Networking platform has been implemented this year.</p> <p>Following the relaxation of the lockdown, all Leisure Centres have re-opened. An extensive amount of work has been undertaken to prepare facilities, in line with guidelines, to make sure users feel safe and comfortable. Since reopening on 10 August, there has been approximately 20,000 visits to our leisure centres.</p>

Detailed Progress update		
Commitment to action	What we said we would do	Progress in 2019/20
<p>15) THE COUNCIL ENABLES CONNECTED AND CARING COMMUNITIES SUPPORTING PEOPLE TO LIVE INDEPENDENTLY</p> 	<ul style="list-style-type: none"> Maximise the opportunities for all people to live the lives they want to live and the positive outcomes they identify 	<p>Monmouthshire is developing a place based approach where advice and assistance will be delivered in people's communities through a range of providers. 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>
	<ul style="list-style-type: none"> Co-produce our approaches to well-being, care and support 	<p>The provision of information, advice and assistance (IAA) continues to grow across Monmouthshire, with the number of access points expanding not just within social care and health, but also across other sectors. Of those people receiving advice or assistance between October 2018 and September 2019, 74.1% did not contact the service again for six months</p>
	<ul style="list-style-type: none"> Complete the move from task and time approach in social care to relationship-based care at home 	<p>The Care Navigation approach was developed to train a variety of front line staff such as GP receptionists to direct people to relevant services. This is now being built on by piloting enhanced training for identified Practice Based Wellbeing Co-ordinators and colleagues from Integrated and Community services. This is co-ordinated and funded via the Gwent Transformation Programme. The approach is being piloted in the south of the county and will roll out to other hubs in due course.</p>
	<ul style="list-style-type: none"> Develop opportunities for people to be involved in their local communities reducing isolation and loneliness 	
	<ul style="list-style-type: none"> Improve opportunities for people with care and support to actively contribute through employment and volunteering 	<p>Integrated health and social care hubs are the cornerstone of place based delivery. At the front door of adult social care and health, integrated teams of nurses, therapists, community well-being officers and social workers provide a first point of response from hospital and community bases.</p> <p>Personal outcomes are set with each person we support and over time, are a means of understanding whether people are making progress with the things that matter most to them. Measurement of personal outcomes is being developed to embed within our Adults social care teams as a means of understanding whether we are able to support</p>

		<p>people to achieve the things that matter most to them. Adult's social care survey responses show 56% of adult services users feel they are part of their community.</p> <p>Adult social services have a well-established programme looking at transformational approaches to the delivery of care at home. 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>The domiciliary care sector is and remains under considerable pressure, Monmouthshire has specific challenges due to rurality and demographics. Adult Social Care has seen an increase in referrals for assessment and reablement and requests for care at home since lockdown easing, which continues to be managed but is putting pressure on services.</p> <p>There is work with all providers to develop better ways of creating a sustainable way forward. There are a number of linked work streams that all contribute to helping change both the image of this sector and create capacity to sustain the support required into the future. These include our 'Turning the world upside down' programme and participation in a national programme called "We Care" to ensure we attract people to consider this very valuable role.</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. During 2019/20, 69.9% of all people who receive reablement had no package of care and support 6 months later and were consider independent.</p> <p>The Covid-19 pandemic has caused challenges but also opportunities, for example, the potential to build on the immense value added by hard-working volunteers and the community spirit being fostered in often difficult circumstances. There will be a need to use using the latest evidence to understand the impact on the well-being of Monmouthshire communities throughout the pandemic and adapt delivery accordingly.</p>
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<p>16) THE COUNCIL WORKS COLLECTIVELY TO DELIVER ON SOCIAL JUSTICE, ENABLING PROSPERITY AND REDUCING INEQUALITY BETWEEN COMMUNITIES AND WITHIN COMMUNITIES</p> 	<ul style="list-style-type: none"> • Continue to develop programmes to tackle poverty addressing worklessness and in-work poverty through schemes such as the Skills at Work programme. • Ensure that all council policies services are focused on ensuring equity of access • Promote equality and diversity and ensure opportunities are genuinely available to all • Support and enable the development of community-led plans and placed-based working to improve well-being and increase prosperity. 	<p>A Social Justice Strategy is in place 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. 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.</p> <p>There is risk that coronavirus and lockdown measures could have a potentially disproportionately negative impact on the well-being of some sections of our communities, resulting in increased poverty and inequality. As part of the Council's continued commitment to Social Justice, evidence is being reviewed and activity related to poverty in Monmouthshire being planned. A Tackling Poverty and Inequality Team has been established and a draft Tackling Poverty and Inequality Action Plan is being developed. Further analysis of data is also being undertaken to inform resources to be targeted more effectively.</p> <p>The Council has a long-standing commitment to equality and diversity. The Council has published its Strategic Equality Plan 2020-24 setting its strategic equality objectives. These objectives and the actions outlined are the things that the Council is committed to delivering over the next four years to ensure we deliver better outcomes for people with protected characteristics. The Council has introduced poverty as an additional characteristic in the equality and future generations impact assessments carried out on key policy decisions. This should ensure a focus on the need to reduce the inequalities of outcomes that result from socio-economic disadvantage.</p> <p>Partners working as part of the PSB have continued to collaborate around well-being resources in a given place to work with communities and individuals to discover 'what matters to them' and moving away from "one size fits all" services.</p> <p>The COVID-19 pandemic has seen a tremendous response in relation to the mobilisation of volunteering and community groups. Work on longer term arrangements will need to be advanced to ensure support is available to provide long-term benefit to our communities.</p>
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<p>17) THE COUNCIL ENABLES BETTER LOCAL SERVICES THROUGH SUPPORTING VOLUNTEERS AND SOCIAL ACTION</p> 	<ul style="list-style-type: none"> • Ensure meaningful community engagement to understand the assets and priorities in each locality • Approve volunteering policy, develop volunteering opportunities and continue to support the Be.Community Leadership Programme increasing the skills and knowledge of community volunteers • Re-launch the Monmouthshire Made Open Platform to promote opportunities to engage with communities and improve well-being 	<p>The past years has seen a period of research, engagement and the building of a platform for targeted action on volunteering in the near future. Sustained engagement with the Joining Up Volunteering partnership group as part of the Public Service Board has allowed work on promoting active citizenship and an associated action plan to be shaped and owned by partners.</p> <p>GAVO and the council delivered a 'Power of Community' event in March 2020, which brought together volunteers, community groups and organisations to focus on all aspects of the Active Citizenship well-being step. One hundred and thirty people attended the event, which explored and challenged the principles of Active Citizenship in Monmouthshire. We were able to utilise the event to prioritise what matters and also mobilise people around aspects of the step that they care about. We are now able to bring together the right people who are engaged and motivated to make a difference within our communities across the county.</p> <p>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 Leading Volunteering training is delivered to staff that support volunteers. A Volunteer Kinetic digital management system is in place and 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>The COVID-19 pandemic has seen a tremendous response in relation to the mobilisation of volunteering and community groups. These efforts have been integral in supporting those most in need in our communities during the pandemic. The Community Support Structure was established to assist people needing support being coordinated with the offers of support. Work will be required to continue to support an increased volunteer network and longer term arrangements will need to be considered to ensure we can support our community volunteering network to provide long-term benefit.</p>
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		<p>After engagement with all partners and approval from the Public Services Board, the Our Monmouthshire Community Networking platform has been implemented. Our Monmouthshire provides the digital tools for active citizens to support each other in their communities, creating connections around purpose with the provision of a safe person to person time banking function. PSB partners are supporting the development of the platform which aims to be community-led.</p>
<p>18) THE COUNCIL BOOSTS LEISURE, RECREATION AND WELLBEING</p> 	<ul style="list-style-type: none"> • Deliver a new pool and leisure facilities in Monmouth (Completed) • Complete a business case on transfer of services to an Alternative Delivery Model (Completed) • Refurbish the leisure facilities in Caldicot (New) • Develop a business case for improved leisure facilities in Abergavenny and Chepstow (New) • Use section 106 funding strategically to develop local projects that maximise well-being • Improve well-being and support healthy lifestyles through initiatives such as the Exercise Referral Scheme • To develop a more sustainable delivery model for the Outdoor Education Service. 	<p>Monmouth Leisure Centre was fully reopened in February 2019. The £7.4m project includes a range of facilities to support well-being and physical activity.</p> <p>Views have been sought from residents and users on the re-development of Caldicot Leisure Centre before any final decisions about the new Leisure Centre are made.</p> <p>Following the relaxation of the lockdown, all Leisure Centres have re-opened. An extensive amount of work has been undertaken to prepare facilities, in line with guidelines, to make sure users feel safe and comfortable. Since reopening on 10 August, there has been approximately 20,000 visits to leisure centres.</p> <p>Monmouthshire's National Exercise Referral 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. In 2019/20, 760 participants started the exercise programme, with 65% (494 participants) completing 16 weeks of the programme.</p> <p>In July 2020, cabinet received a report on the outdoor education services detailing the overspending position for 2019/20 of £116k and early indications of an overspend in 2020/21 in the region of £350k. This deficit should be reduced through the potential recovery of income loss shortfalls from Welsh Government. However, Cabinet agreed, due to the likely reduction in numbers of customers due to Covid-19, the service should remain closed for residential visits until the end of December 2020. A further report will be presented to Cabinet in Autumn 2020, which will consider the long term future of the service.</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	Latest	Target	Comment
Percentage of people living independently at home 6 months after reablement	74.3%	69.9%	75%	
Percentage of adult services users who are happy with the care and support they have had	88.3%	89.4%	90%	
Percentage of adult services users who feel they are part of their community	53.5%	56.3%	Increase	
Percentage of people living in households in material deprivation ⁹	9%	10%	Decrease	National survey for Wales and National well-being indicator under the well-being of Future generations act.
Percentage of people satisfied with their ability to get to/access the facilities and services they need ¹⁰	79%	Not available	Increase	National survey for Wales indicator current, latest 2019/20 data, not published
Number of volunteers directly supporting Monmouthshire County Council	1360	1319	Increase	


Percentage of people participating in sport 3 or more times a week ¹¹	38%	36%	Increase	National survey for Wales indicator
Percentage of people participating in the exercise referral scheme still active after 16 weeks	54%	65%	>50%	


Goal E: Future-focused Council

Monmouthshire County Council Goal: E. Future-focused Council	
Why we are focusing on this	Summary – Progress 2019/20
<p>Our operating environment is a changing and challenging one. Demographic shifts, increasing demand, our exit from the EU 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>Our customer service offer has been enhanced this year through the opening of Usk Post Office, and the refurbishment of Abergavenny Town Hall. Our digital accessibility has also continued to be advanced via the development of our customer facing digital apps and processes. The pandemic also saw rapid improvements in our digital capabilities, both internally and externally. Some of our services moved online to allow residents to access them during lockdown, such as the booking system for the Household Waste Recycling centres, and electronic book reservations at our libraries.</p> <p>The Council was already facing financial challenges. Since entering 2020, the Council has faced significant and unprecedented challenges, notably the flood response and recovery and the COVID-19 pandemic. The Council’s revenue outturn for 2019/20 showed an overall net surplus due to the application of two one off items. The surplus also enabled the Council Fund to be supplemented to assist with the 2020/21 budget challenges, which have increased as a result of the COVID-19 pandemic. Specific pressures remain in service areas.</p> <p>The Council’s medium term financial planning was severely disrupted due to the pandemic, and work is ongoing to understand the full extent and the resulting challenges. The income loss and shortfall is significant and ongoing. Our latest financial forecasts show a £6.83 million overspend in 2020/21 due to additional costs in responding to the pandemic, the impact of which will be significantly reduced as a result of Welsh Government funding package. The Council needs to plan and plot a revised course to ensure it remains financially sustainable into the future.</p> <p>The safety and well-being of staff is a priority, and many mechanisms have been implemented to ensure support is always available. This has been particularly important during the coronavirus pandemic, a variety of mechanisms have been implemented to support staff well-being and connectivity.</p>

Detailed Progress Update

Commitment to action	What we said we would do	Progress in 2019/20
<p>19) COUNCIL ENABLES AND PROVIDES GOOD SUSTAINABLE LOCAL SERVICES WHILST DELIVERING AN EXCELLENT CUSTOMER EXPERIENCE ACROSS ALL CHANNELS</p> 	<ul style="list-style-type: none"> 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>In May 2019, the local authority run community Post Office opened in Usk Community Hub. Feedback on the post office continues to underline the fact that the branch plays an important role in supporting the community, both economically and socially.</p> <p>The refurbishment of Abergavenny Town Hall was completed in August 2020 following delays caused by the complexity of the site. Gilwern Library has been refurbished, following investment by Llanelly Town Council and the micro hub opened its doors in December 2019.</p> <p>The Council's Chatbot, Monty alongside the My Monmouthshire app, is giving people greater channel choice.</p>
	<ul style="list-style-type: none"> Increase the publication and use of open data to increase accountability and enable others to develop apps that have a civic benefit 	<p>Work to develop our approach to open data has been progressed and our open data webpage has been refreshed. We are looking at how we can further develop our open data offer to build on existing information that is already published on our website such as council spend data in areas that are identified as being of most benefit.</p>
	<ul style="list-style-type: none"> Introduce Digital Service Standard 	<p>A 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.</p> <p>Digital technology has been an integral part of our response to the Coronavirus pandemic and in re-opening services safely. For example, a booking system has been developed for Household Waste Recycling Centres that are open to keep numbers to a manageable level to maintain social distancing, and request and collect has been introduced for library books.</p>

<p>20) COUNCIL OPENS UP DEMOCRATIC ENGAGEMENT & COLLECTIVE DECISION-MAKING</p> 	<ul style="list-style-type: none"> • Re-shape our governance arrangements including more detailed options appraisals • Identify ways to get more people involved in local democracy and scrutiny to enhance local decision-making • Develop remote access and attendance at meetings to maximize participation • Revise all enabling strategies and plans – People, Digital and Customers, Assets and Economy and Enterprise (<i>Completed</i>) • Review and consolidate working groups and arrangements • Revise performance and improvement plans and replace with ‘real-time’ data dashboards 	<p>The impact of lockdown was considerable on the workings of the council and as such, Democratic and decision making arrangements have been adapted quickly to apply the Local Authorities (Coronavirus) (Meetings) (Wales) Regulations 2020. All decision-making and committee meetings have re-commenced and are being held remotely via the Microsoft Teams app, which is proving successful. Training and support has been provided to members to assist in utilising digital meeting technology.</p> <p>A new Policy and Scrutiny Officer was appointed to assist in creating the capacity to increase participation in local democracy. The Democratic Services Committee has overseen changes to report writing, including options appraisals and evaluations, which are now part of the standard report template.</p> <p>Work will continue to gather learning from the new ways of working adopted during the COVID-19 pandemic and to identify efficiencies and improvements to arrangements that need to be retained or built on.</p> <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 been undertaken, including work through the 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>A mid-term refresh of the Corporate Plan was completed and published in March 2020 to ensure focus remained on the most significant issues to Monmouthshire. To provide clarity and ensure accountability through our response to the coronavirus pandemic, a set of strategic aims were set by Cabinet in May. These were updated in July. We have lessened our focus on some of the priorities in the Corporate Plan to re-direct capacity towards dealing with COVID-19.</p>
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		<p>comply with UK and Welsh Government guidance. There is also a delay in the implementation of some budget savings proposals for 2020/21 as a result of resources being directed elsewhere to respond to the pandemic. The income loss and shortfall is significant and ongoing.</p> <p>Our latest financial forecasts show a £6.83 million overspend in 2020/21 due to additional costs in responding to the pandemic and the loss of income suffered. The impact of this overspend will be significantly reduced as a result of Welsh Government announcing a further £264m funding package in mid-August to provide support to cover additional costs and income losses for the remainder of the financial year.</p> <p>The Council needs to plan and plot a revised course to ensure it remains financially sustainable into the future. A budget recovery plan, together with further budget savings proposals, is being developed, which will subsequently inform the budget setting process for 2021/22 and the medium-term financial plan.</p>
<p>22) THE COUNCIL PUTS PEOPLE AT HEART OF ALL IT DOES AND INSPIRES EXCELLENCE IN WORKPLACE AND EMPLOYEES</p> 	<ul style="list-style-type: none"> Strengthen decision making and accountability through revisions to the constitution Prioritise Health, Safety and workplace Well-being Promote diversity and inclusion including a focus on socio-economic factors Engage employees through personal development training and learning 	<p>In December 2017, Council adopted changes to the council's constitution. A thorough review is currently being undertaken to ensure it reflects the latest legislation and council's governance structures. This was due to be presented to Council in May 2020, but activity has been delayed in light of the Coronavirus response, with efforts focused on implementing legislation related to the coronavirus pandemic.</p> <p>The safety and well-being of staff is a priority, and many mechanisms have been implemented to ensure support is always available. The Go To Group is a place where staff can discuss issues with colleagues in an informal setting, and is proving to be successful amongst staff. In addition to this, a Counselling service is available for employees to access via HR or management referral, and a self-referral system is also available via the Department of Work and Pensions.</p> <p>Work on attendance management has continued to be a priority. The average number of working days per FTE (fulltime equivalent employee) lost to sickness absence in 2019/20 was 11.32 days, above the Councils targeted rate of 10.5, although a small reduction from the previous year. Work continues with managers to support them with attendance management. We are looking to produce digital attendance</p>

		<p>management training for managers to be able to access remotely in order to provide ongoing support in this area. We also run weekly Managers Q&A sessions to enable a network of support and for questions and discussion to take place on an informal basis.</p> <p>During the pandemic, the wellbeing of colleagues is our core priority. Absence rates initially increased when the virus was most prevalent, but fairly quickly, this began to reduce and was continually being monitored for the impact on priority services. The Health and Wellbeing Group was established to address issues across the workforce, and a weekly 'Digital CWTCH' meeting was set up to allow all colleagues to ask questions and receive updates from senior managers. The SUPPORTALL Hub portal was launched, which allows colleagues and schools to access information from any device, including mobiles, on a range of subjects, such as wellbeing, testing, travel & quarantine, supporting remote working, health & wellbeing tips including short video clips (for example on taking breaks, mindfulness and keeping active), bereavement and personal 121 support.</p> <p>Work continues on the staff 'Check In Check Out' appraisal process, with guidance offered to managers on how to best record their meetings with staff. Monitoring of the process has been impacted by the diversion of staff resources during the pandemic; this will continue to be developed going forward.</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 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
Over/underspend of Council revenue budget (£)	£49k under-spend	£1.8 million under-spend	£0	This surplus has arisen due to the application of two one off items which mitigate a net deficit on services of £3.76m.
Percentage of targeted budget reductions achieved	81%	84%	95%	2019/20 outturn data on mandated saving performance
Income generation from commercial investments (£)	£122,889	£620,184	£609,355	
Percentage of people who feel able to influence decisions affecting their local area ¹²	20%	Not available	Increase	National survey for Wales and National well-being indicator under the well-being of Future generations act. Latest, 2019/20 data, not published.
Number of open data sets published	5	9	10	
Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees	Baseline in 19/20	Baseline to be established	Baseline	Baseline will now be established in 2020/21
Average days lost to sickness absence per FTE employee	11.5	11.3	10.5	Overall outturn figure for 19/20 represents a small decrease in overall absence from the previous year
Percentage of staff turnover	9.6%	9.43%	Track	Any significant variation in turnover will indicate a need to further review potential reasons

Our Response to the Covid-19 Pandemic

The Coronavirus pandemic has posed a significant and unprecedented challenge to our way of life and the way we provide services. The need to preserve life and stop the spread of the virus, while continuing to support communities, has meant that we have paused or re-purposed a lot of our usual work.

The Council has continued to rise to the challenge by establishing new ways of delivering services that support residents and businesses, assisting community activity and supporting staff well-being. The pace of change over the past six months has been unrelenting, with hundreds of staff re-deployed, new services created almost overnight, and millions of pounds re-directed towards preserving life and helping local businesses remain viable. To provide clarity and ensure accountability through the initial period of the pandemic, a revised purpose and set of strategic aims were established; these are shown in figure 1.

As the incidents of infection started to decline during the summer months, the focus shifted to creating the conditions for residents and businesses to take those first steps, while recognising that coronavirus remains an active threat to life and one that will cast a long shadow for many in our communities. Our county and our nation are still a long way from normal; we are not yet sure what the new normal will look like. For this phase, a new purpose was developed in July 2020, with a focus on making everyone feel safe in their communities, to continue to support each other and to reach out to those who need help, figure 2. This purpose was underpinned by eight strategic aims and included:

- Remodelling our town centres to encourage people to shop safely and shop locally
- Ensuring the safe re-opening of our schools to all learners
- Working with partners to operate the Test Track and Protect system to help identify people who have the virus
- Using technology to help reintroduce services such as request and collect service for library books

As we look to the months ahead, the situation remains uncertain. The Council continues to operate in a dynamic environment and arrangements are continually under review to evolve and adapt to changing circumstances, the latest evidence, learning gathered and changes to legislation and guidance.

Further information and updates on our revised purpose and accompanying Plan on a Page can be found on <https://www.monmouthshire.gov.uk/services/planning-for-emergencies/coronavirus/>

COVID-19 ACTIVITY

We have:

- Paid over £21.5 million of grants to local businesses to help them survive lockdown
- Established hub schools to provide childcare for the children of key workers
- Made phone calls to over 3,000 shielding people to check on their well-being and offer the delivery of food parcels, where needed
- Continued to safely collect waste and recycling from all households
- Helped coordinate and support a huge volunteer effort throughout the county, helping people with things like shopping and collecting prescriptions
- Contributed beyond our borders to regional emergency response structures, the drafting of legislation and national representative groups

Figure 1

OUR CORONAVIRUS STRATEGY

The Coronavirus COVID-19 pandemic has posed an unprecedented challenge to our way of life. By clearly setting our strategic aims we will focus on the things that matter most to our residents and businesses, shaping our immediate response and our transition into a re-launch.

OUR PURPOSE

To protect life and support our communities to be sustainable and resilient in these challenging times

OUR VALUES

OPENNESS

We are open and honest. People have the chance to be involved and tell us what matters.

FAIRNESS

We provide opportunities for people and communities to thrive. We will always try to treat everyone fairly and consistently.

FLEXIBILITY

We are flexible, enabling delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

TEAMWORK

We will work with you and our partners to support and inspire everyone to get involved. We'll make the best of the ideas and resources available to make sure we do the things that most positively impact our people and places.

OUR DESIGN PRINCIPLES

- Working with and alongside local communities
- Being innovative and creative
- Learning and adjusting in real time
- Considerate of short-term response and medium-term recovery

OUR STRATEGIC AIMS

- Provide clear purposeful civic leadership
- Provide childcare for children of key workers and ensure continuation of learning for all young people
- Help vulnerable young people and adults who need our support
- Help local businesses to survive
- Keep our neighbourhoods clean and tidy whilst managing waste as sustainably as we can
- Be a trusted partner for other agencies / organisations
- Sustain a safe, healthy and productive workforce
- Ensure we remain financially sustainable as an organisation

WHAT WE ARE DOING

- Ensure that every person or family in crisis that we're aware of receives support
- Provide vital social care services for all those who need them, including child protection, care at home and residential care, 24/7
- Deliver our part in COVID contact testing, tracing and community surveillance
- Provide hub schools enabling childcare for key workers' children
- Provide digital technology and connectivity so all pupils can access learning, minimising any potential digital 'gap'
- Ensure all our staff who have the need can access the right Personal Protective Equipment (PPE)
- Provide access to emergency food parcels for shielded people who cannot leave home
- Coordinate community volunteering and support local food banks
- Support local businesses wherever possible and specifically through timely payment of COVID-19 grants
- Reconfigure our services so we can continue domestic waste and recycling collections
- Keep our roads and cemeteries safe by maintaining our levels of grounds maintenance
- Maximise our use of technology so our organisation can keep delivering the things that matter
- Influence and inform legislation changes so we can work effectively in our new context

Figure 2

OUR CORONAVIRUS 'TRANSITION' STRATEGY

The Coronavirus pandemic has posed an unprecedented challenge to our way of life and the way we provide services. We are transitioning out of the first wave now and this plan sets our actions to re-build community confidence. This is not our Recovery Plan – that will follow when we are confident that COVID19 is manageable into the medium term.

OUR PURPOSE

We want everyone to feel safe in their community, to continue to support each other and to reach out to those who need help

OUR VALUES

OPENNESS

We are open and honest. People have the chance to be involved and tell us what matters.

FAIRNESS

We provide opportunities for people and communities to thrive. We will always try to treat everyone fairly and consistently.

FLEXIBILITY

We are flexible, enabling delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

TEAMWORK

We will work with you and our partners to support and inspire everyone to get involved. We'll make the best of the ideas and resources available to make sure we do the things that most positively impact our people and places.

OUR DESIGN PRINCIPLES

- Working with and alongside local communities
- Being innovative and creative
- Learning and adjusting in real time
- Considerate of short-term response and medium-term recovery

OUR STRATEGIC AIMS

- Provide clear purposeful civic leadership
- Maximise the time children can safely spend in school and have consistent, high quality distance learning in place when they can't be in school
- Help vulnerable young people and adults who need our support
- Assist local businesses to reopen and ensure our towns are safe places for traders and visitors
- Keep our neighbourhoods clean and tidy whilst managing waste as sustainably as we can
- Be a trusted partner for other agencies / organisations
- Keep a safe, healthy and productive workforce
- Ensure we remain financially sustainable
- Continuing to provide vital social care services, including child protection, care at home and residential care, 7 days a week
- Remodelling our town centres and encourage people to shop safely and shop local
- Supporting our hospitality and tourism sectors to re-open as soon as possible
- Maximising the time that learners can safely spend in school from September onwards;
- Ensuring that consistent, high quality distance learning is in place to support children when they are not in school
- Delivering with partner agencies an effective Test Track and Protect system so we can identify virus outbreaks quickly and contain them
- Preparing to provide services which support individuals and families that lose their job / income
- Preparing those services that support vulnerable / high risk groups for an increase in demand as 'lockdown' eases
- Ensuring our staff working in all services are safe
- Providing a full waste management service and continue to develop our approaches to enhance the biodiversity and ecology of our open spaces
- Digitising services where possible to make them readily available to citizens
- Preparing for the re-opening of all leisure / cultural services as soon as guidelines allow
- Supporting our community volunteering network to provide long-term benefit to our communities
- Beginning our financial recovery programme

WHAT WE ARE DOING

Performance Measures

The local authority performance benchmarking exercise through the Public Accountability Measures set by Data Cymru was not undertaken for 2019/20 performance due to the impact of the pandemic on the capacity of local authorities. We have continued to collate our performance as a council for most of the measures in 2019/20, and this is detailed in table 1 below. These national measures do not always reflect our local goals or focus on the outcomes of our services; nonetheless, they are an important tool in allowing people to hold the council to account. Information for 2018/19 is 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 to improve wellbeing 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. A number of the national indicators are produced on an annual basis and most will not yet cover any impact of the Coronavirus pandemic.

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. Work to develop our approach to open data has been progressed and our open data webpage has been refreshed. We are looking at how we can further develop our open data offer in areas that are identified as being of most benefit.

The use of mechanisms such as the Thriving Places Index and the Office of National Statistics's Measuring National Well-being programme, diagram 7, 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 in 2018, the most recent release being published in April 2020. The full breakdown of the index is available on,

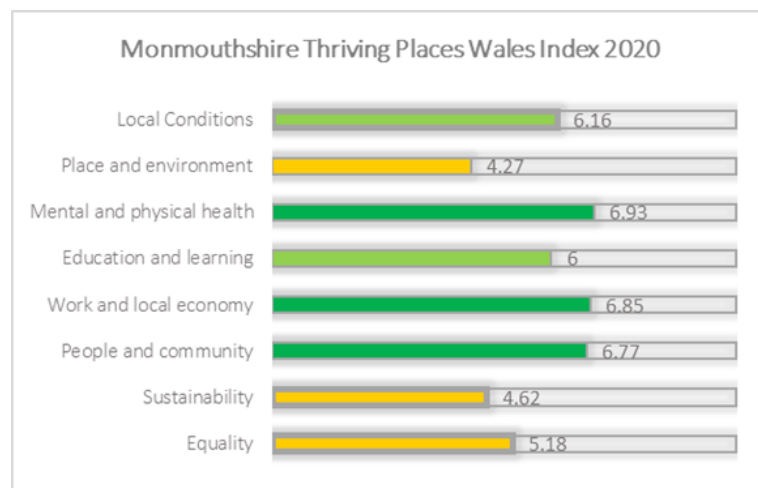


Diagram 3

www.thrivingplaces.wales, diagram 3 shows the headline scores from the 2020 index for the domains in Monmouthshire.

The COVID-19 pandemic has had a profound effect on our way of life and our well-being. In the annual report, we predominantly report information up to or before March 2020. Initial information already shows some of the impacts of the pandemic; the What Citizens Said section below shows some examples of evidence of the impact so far on personal well-being in Wales. Further work is needed to understand the impact on well-being in the County in more detail, in both the short and long term, and to assess changes over time. The Council will be working with its partners on the Public Service Board to utilise the latest evidence to understand the impact on the well-being of the pandemic in Monmouthshire.

Table 1 – National Performance Indicators 2019/20

* Trend information highlights if performance in 2019/20 compared to the previous year is: Improved or at maximum, Unchanged, Declined or Not applicable

Ref	Measure	2017/18	2018/19	2019/20	2019/20 Target	Progress against target	Trend*
PAM/001	Number of working days lost to sickness absence per employee	10.9	11.5	11.3	10.5	Missed	Improved
PAM/032	Average Capped 9 score for pupils in year 11 (interim measure version)	n/a	n/a	367.4 (18/19 academic year)	n/a	Not applicable	Not applicable
PAM/007	Percentage of pupil attendance in primary schools	95.6	95.2	95.4 (18/19 academic year)	95.9	Missed	Improved
PAM/008	Percentage of pupil attendance in secondary schools	95.2	95.0	95.1 (18/19 academic year)	95.3	Missed	Improved
PAM/046	Percentage of Year 11 leavers not in education, training or employment (NEET)	1.4	1.6	1.3	1.1	Missed	Improved
PAM/010	Percentage of streets that are clean	97.7	97.2	98.2	97.5	Met	Improved
PAM/035	Average number of working days taken to clear fly-tipping incidents	n/a	4.8	5.96	5	Missed	Declined
PAM/012	Percentage of households successfully prevented from becoming homeless	61	67.1	60.4	69	Missed	Declined
PAM/013	Percentage of empty private properties brought back into use	3.57	1.4	Not available	5	Not available	Not available
PAM/014	Number of new homes created as a result of bringing empty properties back into use	0	0	Not available	Not set	Not applicable	Not applicable
PAM/015	Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)	193	191	180	180	Met	Improved
PAM/040	Percentage of Quality Indicators (with targets) achieved by the library service	75	58	33 (provisional)	75	Missed	Declined
PAM/017	Number of visits to leisure centres per 1,000 population	7,376	8,184	9,054	8,750	Met	Improved
PAM/018	Percentage of all planning applications determined in time	91	88	91	80	Met	Improved

Ref	Measure	2017/18	2018/19	2019/20	2019/20 Target	Progress against target	Trend*
PAM/036	Number of additional affordable housing units delivered per 10,000 households	n/a	31	Not available	Not set	Not available	Not available
PAM/019	Percentage of planning appeals dismissed	36	46	86	70	Met	Improved
PAM/020	Percentage of A roads in poor condition	2.4	2.7	3.3	3	Missed	Declined
PAM/021	Percentage of B roads in poor condition	4.9	4.7	5.1	5	Missed	Declined
PAM/022	Percentage of C roads in poor condition	7.7	7.3	7.6	8	Met	Declined
PAM/023	Percentage of food establishments that meet food hygiene standards	97.05	96.9	97.07	96	Met	Improved
PAM/041	Percentage of National Exercise Referral Scheme (NERS) clients who continued to participate in the exercise programme at 16-weeks	74	54.5	65	50	Met	Improved
PAM/042	Percentage of NERS clients whose health had improved on completion of the exercise programme	n/a	Not available	Not available	Not set	Not available	Not available
PAM/025	Rate of people kept in hospital while waiting for social care per 1,000 population aged 75+	4.28	5.31	4.95 (Excludes March 2020 data)	4.02	Missed	Not applicable
PAM/028	Percentage of child assessments completed in time	87.31	95.87	96.96	95	Met	Improved
PAM/029	Percentage of children in care who had to move 3 or more times	5.76	6.94	7.3 Provisional	6.5	Missed	Declined
PAM/030	Percentage of waste reused, recycled or composted	65.77	63.37	65.57 Provisional	64.5	Met	Improved
PAM/043	Kilograms of residual household waste generated per person	n/a	187	150 Provisional	Not set	Not applicable	Improved

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

Well-being of Future Generations Act national indicators	Source	Link to Goal	Wales	Monmouthshire Previous	Monmouthshire Current
Average capped 9 points score of pupils (interim) <i>(This interim measure was introduced in 2019, and supersedes the old measure of capped 8 points score)</i>	Welsh Examination Database	Goal A	354.4 (2019)	unavailable	367.4 (2019)
Gross Value Added (GVA) per hour worked (relative to the UK average)	ONS Regional Economic Analysis: Sub-regional productivity indicators	Goal B	83.3 (2018)	87.1 (2017 - Monmouthshire and Newport)	86.2 (2018 - Monmouthshire and Newport)
Gross Value Added (GVA) per hour worked (£) <i>(Not a national indicator, included as further context to the “relative to the UK average” national indicator)</i>	ONS Regional Economic Analysis: Sub-regional productivity indicators	Goal B	£29.2 (2018)	£29.9 (2017 – Monmouthshire and Newport)	£30.2 (2018 – Monmouthshire and Newport)
Gross Disposable Household Income per head	ONS, gross disposable household income per head	Goal B & D	£17,100 (2018)	£20,761 (2017)	£21,707 (2018)
Percentage of people in employment.	ONS, Annual Population Survey	Goal B & D	73.7% (2020)	77.7% (2019)	79.5% (2020)
Percentage of people living in households in material deprivation.	National Survey for Wales	Goal B & D	13% (2019/20)	9% (2018/19)	10% (2019/20)
Levels of nitrogen dioxide (NO2) pollution in the air.	Department for Environment, food and rural affairs	Goal C	9 (2018)	8 (2017)	8 (2018)

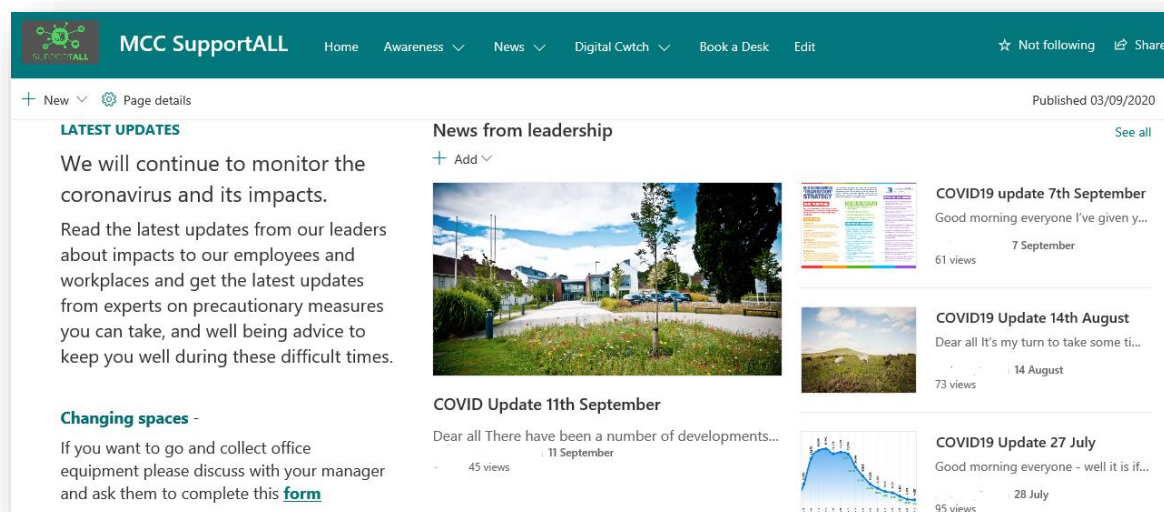
Capacity (in MW) of renewable energy equipment installed	Department for Business, Energy and Industrial Strategy	Goal C	3345.0 (2018)	84.9 (2017)	85.2 (2018)
Percentage of people satisfied with their ability to get to/ access the facilities and services they need.	National Survey for Wales	Goal B, D & 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	26% (2019/20)	2018/19 data not available	32% (2019/20)
Percentage of people participating in sporting activities three or more times a week.	Adult – National Survey for Wales	Goal D	32% (2019/20)	38% (2018/19)	36% (2019/20)
	Children – Sport Wales, school sport survey	Goal A	47.6% (2018)	48.8% (2015)	45.0% (2018)

Additional Actions to support the goals

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 Well-being 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 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. The ways in which we are incorporating 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.



Supporting the well-being of staff has been more critical than ever during 2020. The impact of the Covid-19 pandemic has been considerable on everyone, and ensuring we sustain a safe, healthy and productive workforce has been a priority. We have provided a range of support services to all colleagues to support their wellbeing. We established the Health and Welfare Group to address issues across the workforce. A weekly Digital 'cwtch' was introduced to bring staff together, virtually, to discuss topics of concern, to provide updates, and to answer questions. The SupportAll portal was launched to allow staff to access information on a range of subjects, such as testing, protecting homeworkers and bereavement. We provided IT accounts for 670 members of staff who didn't already have them so they could access the latest information and our whole organisation to be kept up to date.

The focus on staff well-being has continued and there has been a variety of activity to encourage our staff to consider ways in which to improve their health, both physically and mentally. The Go To Group was established to provide an informal setting in which staff can discuss issues and concerns with colleagues. It has proven successful amongst staff and feedback has identified that employees appreciate the informal nature of the group. In addition to this, a Counselling service is available for employees to access via HR or management referral.

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 Cadetships. This includes the development of a Monmouthshire County Council Apprentice, Graduate and Internship Strategy and tool kit. The strategy aims to develop and support apprenticeship, graduate jobs and internships across the local authority and is already seeing the development of new posts in various departments. The strategy is under constant review and is evolving as demand changes, particularly during these uncertain times.

Assets

The Council's Asset Management strategy 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. The relocation will 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. Work to renovate an existing building on the County Hall site in Usk was completed in spring 2020, and staff had started to move from Magor to Usk when lockdown happened.

Since the Coronavirus pandemic, an extensive amount of work has been undertaken to make sure our buildings and accommodation are safe and legally compliant. In a short time, the pandemic meant hundreds of our staff were using established digital capabilities to work from home, where possible in their roles, and digital capabilities were enhanced to support them to fulfil their role, maintain contact with colleagues and support services.

A changing spaces project has commenced, which as well as ensuring our buildings and accommodation are safe now, is also looking at the future of the workplace. The project will consider

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."

how to use the space in our buildings in a creative, collaborative and cost-effective way, how we can be even more agile and flexible, and how digital technology can help even more. The project will work with different teams on how to best deliver services into the future.

In June 2020, Council approved a report to secure financial approval for Re:fit programme Phase 1, installing energy conservation measures across a portfolio of the council's buildings. The Re:fit programme will play a vital role in identifying and implementing energy efficiency improvements and renewable energy generation to reduce carbon emissions.

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 for 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. Progress on this will be given further consideration in the coming months.

We have received an initial draft of the Renewable Energy Assessment prepared by The Carbon Trust to inform the preparation of the Replacement Local Development Plan (RLDP). It will help to establish renewable energy targets for the plan, and will identify 'preferred areas' for renewable energy schemes. These include three potential solar sites on council land. In addition, we have an opportunity to look at some of our other RLDP developments (residential/employment/tourism etc.) with a view to being very proactive on our climate objectives.

Work has continued to refurbish Abergavenny Town Hall to accommodate a community hub, bringing it in line with the other towns within Monmouthshire. The work was completed in August 2020.



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. Progress on this has been impacted by the Coronavirus pandemic. The project is now due out to tender imminently with the intention of commencing onsite development in spring 2021.

Procurement

In order to deliver the aspirations set out within the procurement strategy, the Council commissioned an independent company to undertake a health check of the procurement function. The primary purpose was 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. Progressing the recommendations made in the review has been delayed due to staff capacity being redirected to the council's response to the pandemic.

The Future Generations Commissioner has also been carrying out a review of procurement in public bodies in Wales, and the Council provided information as part of that review. In light of the pandemic and the additional pressure being placed on Public Bodies who are dealing with the impact of COVID-19, the Commissioner decided to pause the review. Once it is complete, the council will review the findings for any areas that require development.

The majority of our procurement resource in 2019-20 was put into building the foundations to help deliver true sustainable procurement outcomes.

ENVIRONMENTAL ACTIVIST, ELLA DAISH

'Welsh Government and Bridgend, Cardiff, and Monmouthshire councils have shown fantastic leadership by listening and bringing sustainability to the forefront in decision making. This shows the change that can happen, and we need more governments and councils to take note and follow in their footsteps.'

The council has been involved in embedding sustainable outcomes within the procurement process, in tender specifications and scoring criteria. Some of the contracts awarded this year that included sustainability criteria are; Period Dignity, Vehicle spare parts, Photocopying paper, Horticultural products, Bus Maintenance, Refit (Building assets), Street Lighting and Household Waste & Recycling (HWRC)

An example of embedding sustainable outcomes is the decision to ensure that all the Council's Welsh Government period dignity funding should be spent on sustainable and eco-friendly products. The Council talked to other local authorities and worked closely with eco campaigner Ella Daish to

understand the impact of different products on the environment. The funding was spent on eco friendly disposable or re-usable products, which will be distributed via schools.

Given the impact that Covid 19 has had on the economy and employment, the Strategic Procurement Unit has refocused its purpose to ensure that there is resilience and security in the organisations future requirements for goods and services. The key objective has been to endeavour to keep the council's pound within the county boundaries and its neighbouring authorities, whilst ensuring compliance with the procurement rules and regulations. For example, by working closely with colleagues in high spending service areas, contracts to the value of £11 million have been awarded to local suppliers since April 2020.



Corporate Planning, Performance Management and Risk Management

These three areas of work form part of the Council's performance management framework, shown in diagram 4, which ensures our planning is integrated and everyone is pulling in the same direction to deliver real and tangible outcomes. 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 Generations Act.

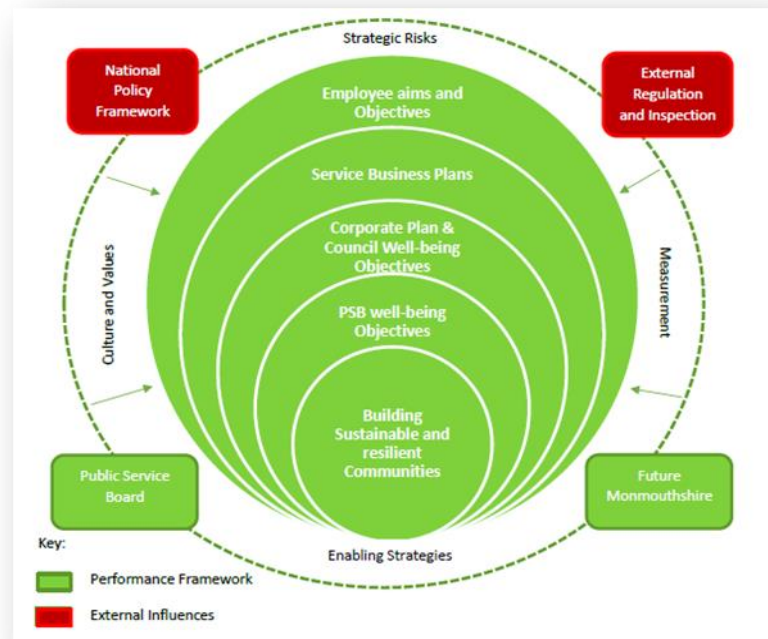


Diagram 4

To provide clarity and ensure accountability through the Council's response to the coronavirus pandemic, a revised purpose and set of coronavirus strategic aims were set by Cabinet in May 2020. These were updated in July 2020 in the Coronavirus 'transition' strategy and continue to be monitored. To support this work, we have put structures and mechanisms in place to track progress and ensure we remain focussed on our purpose. The Council's established performance framework has been adjusted and prioritised in its application, where necessary, to reflect the council's response to the pandemic. As well as supporting the Council's response to many challenges, these arrangements will also support the Council to evaluate its response, which has resulted in many new ways of doing things, some of which can form part of a lasting longer term transformation with needs being met in new ways.

The Council's strategic risk management policy and Strategic Risk Register ensures strategic risks are identified and monitored and is regularly reviewed and updated based on the latest information. This has continued throughout the council's response to the Coronavirus pandemic. Councillors and Officers are using the risk assessment to monitor and mitigate, as far as possible, a range of risks to the authority. In line with the Well-being of Future Generations Act, identification and mitigation of longer-term risks that will impact on future generations at community level, but will have a lesser impact on the medium term delivery of council services, is an area for continued development. We are working with the Public Service Board and partners across Gwent to develop our understanding of longer term risks and opportunities and how we respond to them.

Financial Planning

Over recent years, the Council has delivered millions of pounds of savings from its service budgets. At

CUMULATIVE FINANCIAL IMPACT

We recognise that when we increase charges and put up Council Tax, while there is support to assist, it can have an 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 2020/2021 budget as well as completing a Future Generations Evaluation for each proposal we also completed an overall evaluation of the 2020/21 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.

the same time, pressures on the budget have been increasing in terms of demographic growth, demand and expectations. Over the past year, the Council has faced significant and unprecedented challenges, notably the flood response and recovery in February 2020, and the COVID-19 pandemic and lockdown restrictions implemented in March 2020 with uncertainty continuing.

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 and we have worked to maintain the things that matter.

During 2019/20, through careful financial management, the Council was able to use two one-off benefits to deliver within its budget and use the surplus of £1.8 million to support the 2020/21 budget. Despite this, there remains significant underlying financial challenges.

We develop 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 hampering our ability to contribute to the longer term in line with Well-being of Future Generations Act.

After several years of delivering significant savings from the budget, the means of achieving further reductions becomes increasingly more challenging. The Welsh Government settlement increase for Monmouthshire in 2020/21 was the lowest of any Council in Wales at 3%. The Council's budget process for 2020/21 saw a continuation of the preparedness to challenge all services to sustain themselves rather than to see the closure of services that matter to citizens and consider supporting commitments set out in the Corporate Plan.

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. Engagement events were held to capture public responses and these were supported through a communications plan with various media and social media channels used to encourage engagement.

Following public consultation and revised saving and pressure proposals, the council had brought forward budget savings proposals for 2020/21 of £8.5m to manage budget pressures of £9.5m. The pandemic presents its own additional financial challenges with additional costs and significant loss of income across services; our latest financial forecasts show this to be a £6.83 million overspend in 2020/21. The impact of this overspend will be significantly reduced as a result of Welsh Government announcing a further funding support package in mid-August.

The Council's medium term financial planning has been severely disrupted by the impact of the Coronavirus pandemic on the Council's finances. Continuing to understand the financial circumstances and challenges resulting from the COVID-19 pandemic will in turn lead the Council to need to plan and plot a revised course to ensure it remains financially sustainable into the future. The requirements of the Future Generations Act will be embedded in this process.

What we spent in 2019/20

In 2019/20, the council spent £154.7 million providing services for Monmouthshire residents.

The proportion of our spending on different services in 2019/20 is shown in diagram 5. These services are paid for by a combination of central government grants, council tax, non-domestic rates and a contribution from the Council Fund.

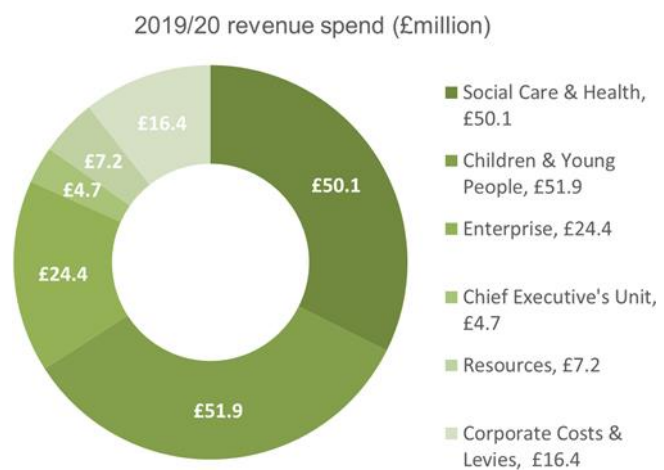
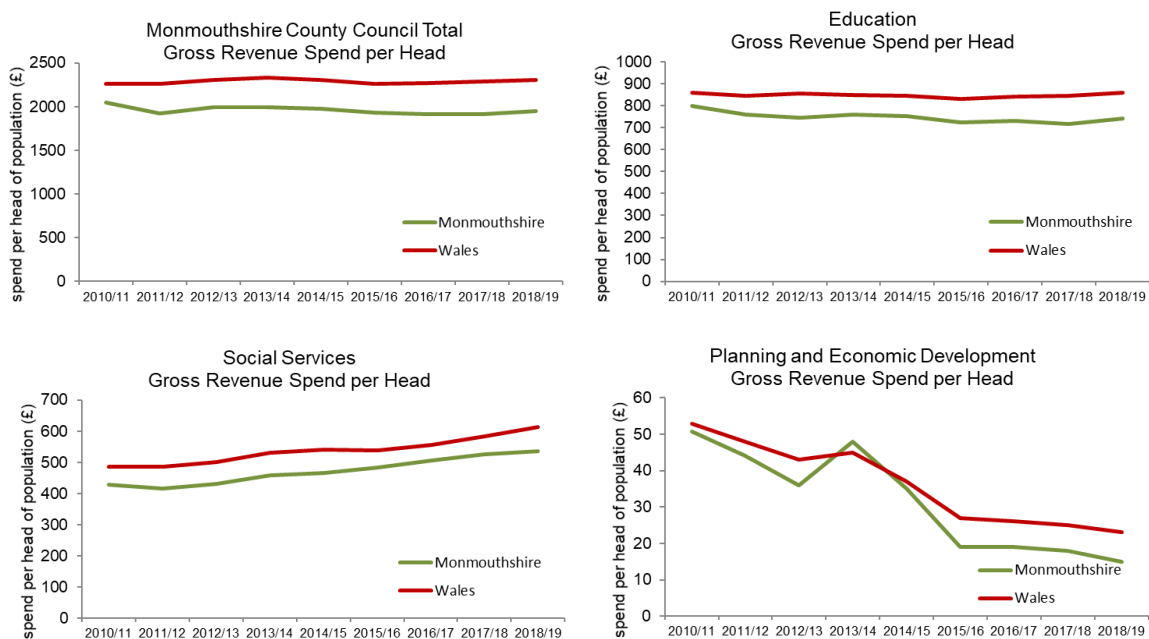


Diagram 5

How our revenue spend compares with other areas

The diagrams below, diagrams 6, 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 2018/19 at the time of publication.

Diagram 6



Digital

Although this is not one of the seven core areas of change, our digital offer is an important enabler of service delivery. The core business of our digital service is to organise, simplify and join up 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, which will allow people 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 vital to our services and we will ensure it is kept safe and secure, and at the same time accessible to the right people at the right time. Some of the things we have done to help with our digital ambitions:

- Delivered Cyber Security Training to staff via 'Cyber Security Week'
- School children in the area were invited to take part in a competition to give our chatbot, Monty, a new face. Monty has been developed over the past year to broaden the answers available to many new questions, and proved to be a considerable help during the pandemic when we were dealing with a huge increase in queries
- Engaged with Digital Wales to source training for our staff to become volunteer Digital Ambassadors within the community, raising awareness of the power of digital to improve digital inclusion and passing on digital skills
- Developed a prototype waste and recycling service that operates over smart speakers like Alexa to help digitally excluded customers self-serve without having to log into a computer



Covid-19 had a huge impact on our digital infrastructure and we needed to work extremely quickly to ensure all staff were able to access online services and systems. In a short time, hundreds of staff were provided with digital capabilities to work from home and maintain contact with colleagues and support services. ICT accounts were set up for 670 non-connected workers in order to allow them access to all staff information. The rollout of new Teams technology has had an enormous impact on the way we work and for business continuity.

There has been a focus on upgrading the schools digital infrastructure to make sure it is able to respond to the impact of Covid-19. Hundreds of laptop have been distributed to children with limited access to the internet for home and blended learning. Mifi units have also been procured for people with poor broadband capability.

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. The Statement itself 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. We have also put in place an action plan to address the main areas for improvement identified in 2019/20.

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.

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. In the past year the council has agreed to broaden the focus of the former Public Service Board Select Committee to broader collaborative working while still retaining oversight of activity delivered through the PSB.

DEMOCRACY DURING LOCKDOWN

Legislation required local authorities to meet in person and to make meetings open to the public, but restrictions during the Coronavirus pandemic made this impossible. The Local Authorities (Coronavirus) (Meetings) (Wales) Regulations 2020 were introduced to provide flexibility for local authorities to operate safely, effectively and lawfully, while retaining the principles of openness and accountability. This included enabling meetings to be conducted via remote attendance and by making provision for the electronic publishing of documents. We rapidly adapted to this new legislation and implemented digital systems so that councillors could continue to meet and take decisions ensuring openness and accountability.

During 2019/20, the Committee has held key partners to account for the progress made, ensuring their activity was in line with the sustainable development principle.

The lockdown implemented at the start of the Coronavirus pandemic resulted in severe disruption to the usual scrutiny protocol for the council. By July 2020, all decision-making and committee meetings were stood back up in line with the requirements of the legislation with meetings held on-line and live streamed. We will gather learning from the new ways of working adopted during the COVID-19 pandemic to build on the things that worked well.

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 Public Service Board, the partnership landscape in Monmouthshire fully embraces multi-agency working, with representation from a wide range of partner organisations who work collaboratively to improve the outcomes for residents.

The Public Service Board (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. You can read more about the progress in 2019/20 in the PSB Annual Report www.monmouthshire.gov.uk/our-monmouthshire

One example of the work of the PSB in 2019/20 is activity of the Children and Young People's Strategic Partnership. This group has progressed extensive work concerning Adverse Childhood Experiences and children's mental health over the last twelve months. You can read more about this work in the Monmouthshire PSB Annual Report.

The Council's Partnership and Community Development Team act as enablers, working with our communities and partners to help 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 improving well-being within our communities in line with delivering the PSB objectives and the council's goals.

A strength that arose out of the pandemic was the value of community and our volunteers. This will be a specific area of focus for the PSB partners, capitalising on the abundance of social capital that exists within our communities, exploring how we can continue to build networks of care for all ages and models of care built on informal as well as formal provision.

Some of the key service partnership collaborations the council is involved in include the Education Achievement Service (EAS) and the Shared Resource Service (SRS) on IT. 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, in line with those priorities, developed some innovative and creative services and approaches.

VOLUNTEERING

The pandemic has seen a tremendous response in relation to the mobilisation of volunteering and community groups. These efforts have been integral in supporting those most in need in our communities. A Community Support Structure was established to connect people needing support to offers to help. We will continue to support an increased volunteer network and develop longer term arrangements to ensure we can support our community volunteering network to provide long-term benefit.

What Citizens Said

Engagement

Involvement was important in setting the 2020-21 budget. Face to face events were held throughout the county to capture public responses. Fifteen events were held in January 2020 to discuss the budget proposals, including 11 public consultation events. Various media channels were also used to encourage engagement, including local press articles and social media promotions through Facebook and Twitter.

The Monmouthshire Youth Forum was held in January 2020, which invited young people from each of the four comprehensive schools in Monmouthshire, along with other groups of young people outside of school settings, to capture their thoughts and opinions on emerging issues facing young people today. A range of partners were active in discussions on the four priority topics chosen by young people in the Make Your Mark Campaign. These centred on Climate Change, Mental Health, Modern Sex Education and Substance Misuse.



We have also worked with partners, including the Gwent Association of Voluntary Organisations to bring together volunteers, community groups and organisations. One hundred and thirty people attended a 'Power of Community' event on 4th March 2020. This explored and challenged the principles of Active Citizenship in Monmouthshire engaging with community leaders, groups and organisations to prioritise what matters, and to mobilise people around the things they care about. This was a big step in assisting the Public Service Board and council to strengthen engagement with citizens, and to address how, as organisations, they need to respond to help facilitate and build on the wealth of social capital amongst Monmouthshire residents. The Council is now better equipped to bring together the right people who are engaged and motivated to make a difference.

Engagement through the Coronavirus Pandemic

Involvement has been key to our response in Monmouthshire. Engaging with and bringing together community volunteering responses has been key throughout the pandemic, and the partnerships team have done a great deal of work to co-ordinate numerous voluntary groups formed to help their communities. We have noticed a significant change in the age profile of volunteers with far more younger, working age volunteers. The discussions that have taken place at a local and national level

with Voluntary Sector representatives suggest an appetite to work collectively on ways to keep these ‘younger’ volunteers engaged. Suggestions for doing this include working to make volunteering opportunities easy to access and flexible, and also asking better questions to engage more people in the things they care about.



Widespread consultation has taken place to seek the opinions of our residents on how Monmouthshire’s towns and village centres could re-open safely and how they should look in the future. Over 1500 responses were received to a survey that sought opinions and ideas. As the county started to look towards a gradual reopening of businesses and facilities, the council

wanted to take the opportunity to re-evaluate many aspects of town and village centres to boost local businesses and make staying local more rewarding than ever before.

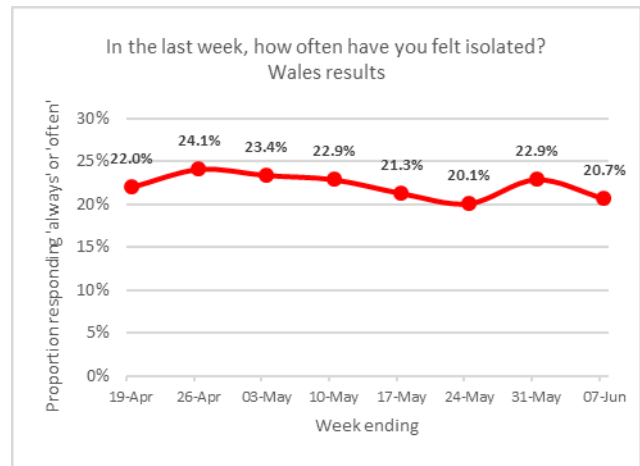
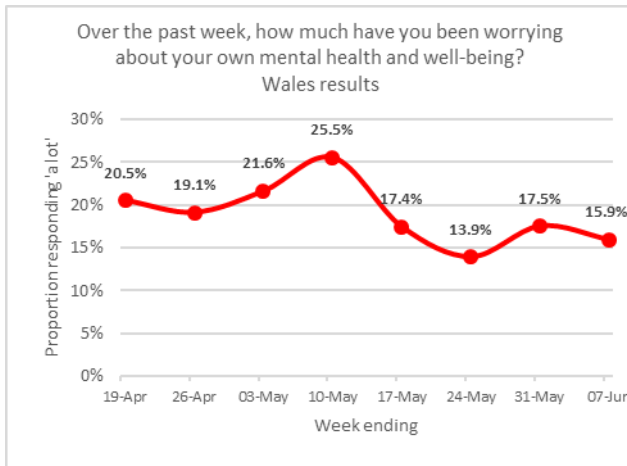
Measuring Individual well-being

The Office of National Statistics’s Measuring National Well-being programme assesses personal well-being as part of the Annual Population Survey. The latest results for Monmouthshire (from 2018/19) for these questions are shown 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.

Diagram 7



Public Health Wales is conducting a public engagement survey asking members of the public how coronavirus and related control measures are affecting their health and well-being. Some of the questions particularly related to personal well-being in Wales are shown below, up until week ending 7th June 2020¹³. Public Health Wales recognise longer-term monitoring is required to establish trends



Climate Emergency

Having responded to the views of citizens by declaring a climate emergency in May 2019, community engagement has helped shape Monmouthshire's response to the emergency. Workshops were held with officers to develop a long list of potential actions to include in our Climate Emergency Action Plan, and the Community Climate Champions group had an input into these proposals. The Climate Emergency Strategy and Action Plan were then agreed by Council in October 2019. A Climate Emergency Working Group was formed in January 2020 to oversee the delivery of the plan, comprising of members of the community, officers and Elected Members. They have continued to meet remotely during lockdown to monitor progress. Actions discussed are then taken to the wider Community Climate Champions to consider ways in which they can be delivered in partnership with the community.



What 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, Audit Wales reports on how well councils are planning improvement in delivering their services. This is published as part of an Annual Improvement Report (AIR). The AIR related to 2018/19 was published in July 2019 and summarises the audit work undertaken by Audit Wales 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.”

The AIR for 2019/20 has not yet been published.

During 2019/20, a number of performance audits were completed by Audit Wales. Work included a follow up review on Leisure Services, which sought to determine if the delivery of leisure services offered value for money. Another review was carried out to determine if the Council has robust and effective arrangements for dealing with whistleblowing disclosures and employee grievances. Audit Wales also carried out an examination of the extent to which the Council has acted in accordance with the sustainable development principle when taking the step to reduce child poverty and social isolation, and improve economic inclusion. The reports detailing the findings of these audits have been reported to the Council’s Audit Committee and responses to proposals for improvement identified in the reports developed.

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

Monmouthshire County Council underwent an Estyn Inspection into Local Government Education Services in February 2020. The inspection recognised the clear vision and strong focus on ensuring ‘the best possible start in life’ and also identified the commitment to partnership working that has resulted in a good track record of improvement. Furthermore, it recognises the distance travelled since 2012 particularly regarding safeguarding where it notes the authority’s exemplar safeguarding procedures. There are areas for development clearly identified such as the lack of ‘excellent’ judgements for standards, the performance of children eligible for free school meals, and a lack of clarity in how services for learners with special educational needs will be strengthened. Plans are being developed and implemented to address the recommendations in the report. The inspection concluded that the authority’s education service does not give cause for significant concern.

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.

Public Service Ombudsman's Annual Letter

The Public Services Ombudsman for Wales has legal powers to look into complaints about public services. He is independent of all government bodies and provides a free and independent service. The Ombudsman's Annual Letter for 2019-20 is due to be presented to Cabinet in November 2020. It will show that 16 complaints were made by Monmouthshire residents. This equates to 0.16 per 1000 population and is below the Wales average of 0.28.

The greatest number of complaints were received about Children's Social Services, Education, Planning and Building Control. One of the sixteen complaints was upheld. The letter will be published on the Ombudsman's website at <https://www.ombudsman.wales/annual-letters/>

Equality and Diversity

We can only achieve our purpose by valuing and making the most of the abilities and contributions of everyone in our communities, irrespective of age, gender, race, sexual orientation of any of the other characteristics that make us who we are.

The Council has a long-standing commitment to equality and diversity. The council's Social Justice Strategy demonstrates our commitment to address inequalities and improve outcomes for the county's people and communities. This dovetails with the Strategic Equality Plan, produced under the Equality Act 2010. The latest Strategic Equality Plan was approved in March 2020 and sets the council's objectives to ensure we deliver better outcomes for people with protected characteristics. This is clearly aligned with the evidence provided by the Well-being Assessment and also evidence provided by the Equality and Human Rights Commission's report "Is Wales Fairer 2018".

As well as this, 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 Welsh language is central to the goals introduced as part of the Well-being of Future Generations Act, particularly for our contribution to a Wales of vibrant culture and thriving Welsh language. It also makes an important contribution to the Welsh Government goal of having a million Welsh speakers by 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 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 the language will look in Monmouthshire in 5 years, and is accompanied by targets to help achieve that vision. The 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.

The Welsh Language Commissioner annually monitors user experience by testing specific services, including correspondence, telephone, reception and websites through mystery shopper exercises, site

visits, and online inspection. This process has identified a number of areas that require improvement including Welsh language responses to telephone calls and callers at reception areas.

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”.

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

In 2019/20 and beyond there have been a number of important reports published. In October 2019 the Future Generations Commissioner's report "Progress towards the Well-being of Future Generations Act: Overall Findings" was published. The report presents the main findings from the monitoring and assessing exercise through self-reflection tools and collaborative workshops. It includes the top five findings and examples of excellent innovation across Wales.

In May 2020, the Commissioner published the Future Generations Report 2020. As this is a once in five year report and has to cover all policy areas covered by the well-being goals, the report has a significant number of findings and over 100 recommendations covering both policy and process directed at Government and other bodies covered by the Act.

We will study the recommendations of these, and other relevant reports closely to better understand where our policy or practice needs to change and to ensure that we are taking any necessary steps. 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.

Other work with the Commissioner's Officer during 2019/20 has included supplying information for the procurement review described in the 'Procurement' section of this report

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

Appendix 1 –Additional Evidence that informed the 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. 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 for more than just the social services department. It is about promoting people's independence to give them a stronger voice and more control, and supporting 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.

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
AW	Audit Wales. They are responsible for overseeing how public money is spent and are the council's regulators

Feedback

Please let us know what you think of this plan and whether it is clearly written. 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?				

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 @MonmouthshireCC

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- ¹ Careers Wales, Annual Survey of School Leavers <http://destinations.careerswales.com/>
- ² Sport Wales, School Sport Survey data <http://sport.wales/research--policy/surveys-and-statistics/statistics.aspx>
- 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 The total economic impact of tourism, STEAM data. The economic impact of Tourism is indexed each year.
- ⁸ Stats Wales, Air quality <https://statswales.gov.wales/Catalogue/Environment-and-Countryside/Air-Quality>
- ⁹ Stats Wales, National Survey for Wales <https://statswales.gov.wales/Catalogue/National-Survey-for-Wales/Well-being-and-Finances/percentageofpeoplelivinginhouseholdsinmaterialdeprivation-by-localauthority-year>
- ¹⁰ Stats Wales, National Survey for Wales <https://statswales.gov.wales/Catalogue/National-Survey-for-Wales/Local-Area-and-Environment/percentageofpeoplesatisfiedwithaccesstofacilitiesandservices>
- ¹¹ Stats Wales, National Survey for Wales <https://statswales.gov.wales/Catalogue/National-Survey-for-Wales/Sport-and-Recreation/percentageofpeoplewhoparticipateinsport3ormoretimesaweek-by-localauthority-year>
- ¹² Stats Wales, National Survey for Wales, <https://statswales.gov.wales/Catalogue/National-Survey-for-Wales>
- ¹³ Public Health Wales, How are we doing in Wales? Public Engagement Survey on Health and Well-being during Coronavirus Measures, <https://phw.nhs.wales/>