

Public Document Pack



County Hall
Rhadyr
Usk
NP15 1GA

Monday, 26 February 2018

Notice of meeting

County Council

**Tuesday, 6th March, 2018 at 10.00 am,
Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA**

AGENDA

Prayers will be said prior to the Council meeting at 1.55pm. All members are welcome to join the Chairman for prayers should they wish to do.

Item No	Item	Pages
1.	Apologies for absence	
2.	Public Open Forum	
3.	Chairman's Announcement and Receipt of Petitions	1 - 2
4.	Declarations of interest	
5.	To confirm the minutes of the meeting held on 18th January 2018	3 - 8
6.	To confirm the minutes of the Extraordinary Meeting held on 15th February 2018	9 - 14
7.	To note the County Council Action List	15 - 16
8.	Reports of the Chief Officer, Resources:	
8.1.	Treasury Management Policy Statement; Strategy Statement including MRP Statement and Investment Strategy and also Prudential Indicators 2018/19	17 - 46
8.2.	Council Tax Resolution 2018/19 an Revenue and Capital Budgets for 2018/19	47 - 60
9.	Reports of the Deputy Chief Executive	

9.1.	Well-being Plan and Area Plan	61 - 190
10.	Reports of the Chief Officer, Social Care, Safeguarding, Health and Housing	
10.1.	Integrated commissioning and section agreement for care homes for older people in Gwent region	191 - 208
11.	Notices of motion:	
11.1.	Motion from County Councillor Groucutt	
	<p>This council welcomes the government’s commitment to world-wide initiatives that aim to limit global warming, and its acceptance that the use of fossil fuels is a major contributory factor in rising world temperatures and carbon dioxide emissions. It notes that the Torfaen Pension Fund, which administers pension arrangements on behalf of Monmouthshire County Council, invested a percentage of its funds in companies that are based on the use of fossil fuels that was the third highest in the entire United Kingdom, and the highest in Wales, in the financial year 2016/17. The figures, according to a recent report commissioned by Friends of the Earth, showed that the Fund has investments of well over £245 million in such companies. This council calls on the Torfaen Pension Fund to start making an ordered withdrawal of such investments at the earliest opportunity.</p>	

Paul Matthews

Chief Executive / Prif Weithredwr

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

Public Information

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Welsh Language

The Council welcomes contributions from members of the public through the medium of Welsh or English. We respectfully ask that you provide us with adequate notice to accommodate your needs.

Aims and Values of Monmouthshire County Council

Our purpose

Building Sustainable and Resilient Communities

Objectives we are working towards

- Giving people the best possible start in life
- A thriving and connected county
- Maximise the Potential of the natural and built environment
- Lifelong well-being
- A future focused council

Our Values

Openness. We are open and honest. People have the chance to get involved in decisions that affect them, tell us what matters and do things for themselves/their communities. If we cannot do something to help, we'll say so; if it will take a while to get the answer we'll explain why; if we can't answer immediately we'll try to connect you to the people who can help – building trust and engagement is a key foundation.

Fairness. We provide fair chances, to help people and communities thrive. If something does not seem fair, we will listen and help explain why. We will always try to treat everyone fairly and consistently. We cannot always make everyone happy, but will commit to listening and explaining why we did what we did.

Flexibility. We will continue to change and be flexible to enable 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 so we can achieve great things together. We don't see ourselves as the 'fixers' or problem-solvers, but we will make the best of the ideas, assets and resources available to make sure we do the things that most positively impact our people and places.

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Chairman's Report 14th January – 20th February 2018

Sunday 14 th January 12 p.m.	Annual 'Hoggin The Bridge' Presentation to Local and National Charities Caldicot Choir Hall
Tuesday 16 th January 7 p.m.	Supper with H.M. Lord Lieutenant of Gwent, Brigadier Robert Aitken CBE and Mrs Aitken Walnut Tree Farm NP44 2DE
Saturday 27 th January 7 p.m.	A4B Annual Awards Presentation Evening The Angel Hotel, Abergavenny
Monday 29 th January 11 a.m.	Wales' National Commemoration of Holocaust Memorial Day Service City Hall, Cardiff
Thursday 1st February	<i>Citizenship Ceremony</i>
Saturday 17 th February 6.30 p.m.	21st Rorke's Drift Band Concert Theatr Brycheiniog, Brecon
Tuesday 20 th February 12 p.m.	Funeral of the Former Mayor to the City of Newport, David Atwell St Woolos Cathedral, Newport followed by Langstone Crematorium

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Public Document Pack Agenda Item 5

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of County Council held
Thursday, 18th January, 2018 at 2.00 pm

PRESENT: County Councillor M. Powell (Chairman)
County Councillor P. Clarke (Vice Chairman)

County Councillors: D. Batrouni, D. Blakebrough, V. Smith, D. Dovey, A. Easson, D. Evans, P.A. Fox, R.J.W. Greenland, L. Guppy, R. Harris, J. Higginson, G. Howard, S. Howarth, D. Jones, P. Jones, S. Jones, P. Jordan, P. Murphy, B. Strong, A. Watts, A. Webb, K. Williams, J.Becker, A.Davies, M.Feakins, M.Groucutt, R.John, L.Jones, J.Pratt, R.Roden, T.Thomas and S. Woodhouse

OFFICERS IN ATTENDANCE:

Paul Matthews	Chief Executive
Kellie Beirne	Chief Officer, Enterprise
Peter Davies	Chief Officer, Resources
Will McLean	Chief Officer for Children and Young People
Robert Tranter	Head of Legal Services & Monitoring Officer
Nicola Perry	Senior Democracy Officer
Claire Marchant	Chief Officer Social Care, Health & Housing

APOLOGIES:

County Councillors R. Edwards, S.B. Jones, F. Taylor, L.Brown, L.Dymock, M.Lane, J.Treharne and J.Watkins

2. Declarations of interest

County Councillor A. Watts declared a personal, non-prejudicial interest in relation to agenda item 9 as a family member is an out-patient of ABUHB Chepstow.

County Councillor L. Guppy declared a personal, non-prejudicial interest in agenda item 9 as an employee of ABUHB.

3. Chairman's announcement and receipt of petitions

Council received the Chairmans announcemnet.

There were no petitions.

County Councillor P. Murphy issued a statement regarding the recent insolvency of Carillion Plc:

Council will be aware as a result of the extensive press coverage this week that Carillion Plc entered into insolvency along with several of its subsidiary companies in the group. We understand all companies will continue to operate, providing continuity of public services until further notice. However it is less clear at this stage how this will impact on the company's supply chain and the wider ramifications for the wider private and public sector in the UK.

Monmouthshire County Council is unaffected directly at this stage by the announcement but recognises that the announcement has wide-reaching implications for the public sector. Most

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public services have been largely unaffected so far, as services were often subcontracted to smaller suppliers or in some cases held in partnership with other large contractors. We sympathise with those public sector organisations that have been or will be affected by Carillion's insolvency. The County Council does not hold any contracts with Carillion Plc or any of its subsidiaries. We also have no future schemes planned with them.

We appreciate the private sector will be feeling the impact as well, and it's a difficult time across the board. Over the coming weeks and months we expect there will be more clarity on what this announcement means in reality as the impact on the supply chain is better understood. The Authority is continuing to access its wider networks to obtain further insight and information. Welsh Government are working closely with the Cabinet Office to assess Carillion's coverage across the public sector. The National Procurement Service are undertaking research to better understand supply chain impacts. However, available information is both limited and speculative at the moment.

The Authority welcomes early dialogue with companies in Carillion's supply chain who are adversely affected and who may have difficulty honouring any current or future commitments to the Authority.

The press speculation this week has also focused on Interserve Plc, who's subsidiary Interserve Construction Limited are contracted to build Monmouth and Caldicot comprehensive schools. Interserve Plc reported additional costs to its investors last September as a result of it quitting the energy-for-waste sector which consequently led to a slump in its share price after warning that it would breach bank loan covenants. This saw the company issuing profit warnings. The banks have subsequently reorganised the company's debts and the company has also since announced the awards of significant contracts. The company's balance sheet has since improved.

The Authority has a parent company guarantee with Interserve Plc in place for the two school builds. The Authority has also had reassurances from Interserve's Directors that all is good and that the company has the right strategic plan in place to move forward.

We watch the press on a regular basis to observe market information and activity. We monitor valuations, the programme of work and listen to sub-contractors around payment and getting paid and signs of the construction programme slipping. None of this has been evident to date and officers advise of no current concerns.

Whilst there always remains a risk this is seen as minimal now to the whole project. Caldicot School is in defect period and the Authority has enough retention to cover liabilities if Interserve walked away. Monmouth is less advanced as we know. We have just under 7 months on site left, the main frame is complete, the building is nearly watertight so it will shortly become a fit out project in a couple of months and at which point and upon any failure by Interserve to honour the contract could be taken on by others.

The Cabinet Office issued a statement this week to highlight that the situation with Carillion and Interserve are not comparable and resulting from speculation that it was monitoring Interserve. It said "We monitor the financial health of all of our strategic suppliers, including Interserve. We are in regular discussions with all these companies regarding their financial position. We do not believe that any of our strategic suppliers are in a comparable position to Carillion."

Interserve itself also looked to reassure the market in response to reports that the Cabinet Office was monitoring the company.

It said: "Last week we announced that we expect our 2017 performance to be in-line with expectations outlined in October and that our transformation plan is expected to deliver £40m-

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£50m benefit by 2020. This remains the case and we expect our 2018 operating profit to be ahead of current market expectations and we continue to have constructive discussions with lenders over longer-term funding."

The Authority is continuing to actively monitor the situation, both in respect of the fallout from Carillion's insolvency and Interserve's ongoing financial standing.

County Councillor Howarth requested that the Leader write to the Minister to ask what safeguards he can provide regarding the project from Brynmawr to Tredegar, as Carillion were the contractor for that section of carriageway, and is now a concern for residents of Llanelly Hill ward.

4. Public open forum

There were no matters for the public open forum.

5. To confirm the minutes of the meeting held on 14th December 2017

The minutes of the meeting held on 14th December were confirmed as an accurate record and signed by the Chair.

6. To receive the minutes of the Public Service Board meeting held on 8th November 2017

Council received and moved the minutes of the PSB meeting held on 8th November 2017.

7. To receive the action list of the meeting held on 14th December 2017

Council received the action list of the meeting held on 14th December 2018.

Councillor Howarth expressed dismay that representation from this Council at Monmouthshire Housing Association are unable to refer to issues raised by Council. He asked that Councillors are provided with a briefing list of responsibilities on Outside Bodies, and what can be expected of them in that role. The Chief Executive Officer agreed to issue a note on this to provide clarity. He added that members can approach Monmouthshire Housing officers directly for ward based issues.

Councillor Batrouni noted that the action group relating to period poverty had met since last Council and now has an action plan in place.

8. Report of the Chief Officer, Resources:

8.1. Council Tax Reduction Scheme 2018/19

Council received a report the purpose being to present arrangements for the implementation of the Council Tax Reduction Scheme and to approve it for 2018/19 and to affirm that, in the absence of any revisions or amendments, annual uprating amendments will be carried out each year without a requirement to adopt the whole Council Tax Reduction Scheme.

In response to a question we heard that we currently have 5768 current council tax reduction claimants, and 39,000 council tax households. The financial position with regards to council tax

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reduction is that expenditure is just under £6m, and the benefit of 10% meaning a £600,000 loss.

In terms of provision the figures do take into account the potential effect of the roll-out of universal tax credit.

In terms of assurance officers work tirelessly to identify and help those entitled to the reduction

Council resolved to agree the recommendations:

To note the making of the Council Tax Reduction Scheme and Prescribed Requirements (Wales) Regulations ("the Prescribed Requirements Regulations") 2013 by the Welsh Government on 26 November 2013.

To adopt the provisions within the Regulations above ("the Prescribed Requirements Regulations") and any annual uprating regulations in respect of its scheme for the financial year 2018/19 including the discretionary elements previously approved as the Council's local scheme from 1st April 2018

9. ANEURIN BEVAN UNIVERSITY HEALTH BOARD - REDESIGNING MENTAL HEALTH SERVICES FOR OLDER PEOPLE - DRAFT CONSULTATION RESPONSE

The Cabinet Member for Social Care, Safeguarding and Health presented the draft Monmouthshire County Council response to the Aneurin Bevan University Health Board (ABUHB) consultation regarding *Redesigning Mental Health Services for Older People* for approval and submission to ABUHB to meet the deadline for consultation responses of 26th January 2018.

In response to questions the Chief Officer confirmed she was not sighted on discussions around the position of cross border services. In terms of the quality impact assessment, the consultation response refers to the board paper considered by ABUHB which referenced an equality impact assessment being in development rather than completed.

Councillor Easson supported the strong response but felt it should reflect concerns around the needs of Chepstow Hospital, and increasing need of social care.

The Chief Officer advised Members of a steering group to develop a positive future for services in the south of the county, which will also be reflected in Mardy and Monnow Vale. She highlighted the strong history of integrated services within the County.

Councillor Watts drew attention to the problems surrounding transport for dementia patients within the County.

The Chief Executive Officer noted that this had not been discussed at PSB.

Council resolved to agree the recommendation:

That Council endorse the attached draft consultation response (Appendix A) for submission to ABUHB.

10. Notices of motion

There were no notices of motion.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of County Council held Thursday, 18th January, 2018 at 2.00 pm

11. Members questions

11.1. **From County Councillor M. Groucutt to County Councillor B. Jones**
Question deferred.

11.2. **From County Councillor R. Roden to County Councillor R. John**
*Please can the Cabinet Member update us on progress of the build at
Monmouth Comprehensive School and engagement with the local community?*

Councillor John Councillor Roden responded that he was pleased to report that the project is both on time and on budget. The school is due to be complete in September 2018 followed by the demolition and some external works to be completed. The school will provide a flexible and digitally rich learning environment for young people and the staff, and we are confident it will meet the changing needs of education now and going into the future. It will also be a real civic facility for Monmouth and surrounding areas, something that the community and local businesses can also use for their benefit. The building is environmentally friendly with a green excellence rating. 80% of production costs are being to sub-contractors based within a 25 mile radius of the school. As part of the community benefits programme a number of community projects are receiving investment such as the refurbishment of the underpass by the rowing club. There are a number of apprenticeships on site as well as training and work experience for local people. Having two projects, the school and leisure centre, running side by side is extremely challenging. Pays tribute to the teachers and leadership team who have been extremely tolerant. In terms of engagement the 21st Century School Team have a twitter page, facebook account, undertaking regular mail drops to local residents, and a site notice board and a suggestion box. Where possible requests have been actioned. There is a dedicated officer for communications.

As a supplementary Councillor Roden asked what steps are contractors taking to reduce noise and dust?

In response Councillor John that there has been noise from the site and as the work progresses and the building is water tight we would expect the noise in future to be contained within the building. However he expressed gratitude to the local community for their tolerance throughout the build. The construction management plan sets out core hours for working on the building site and allows for certain activities to take place outside those hours if required. This has occurred twice over the last 24 months, and there is no further work in the programme that will require this. An environmental control station on site constantly monitors light control, pollution and noise, providing detailed records. The roads are swept regularly and the main haulage road has been tarmacked.

12. To note the dates of the following meetings:

Council noted the dates of meetings, and resolved that the Council meeting in March would take place on 1st March 2018, at 2pm given the weight of the agenda.

There was some frustration regarding the changing of dates of meetings.

The meeting ended at 3.00 pm

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Public Document Pack Agenda Item 6

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of County Council held
at Council Chamber, County Hall, Usk on Thursday, 15th February, 2018 at 2.00 pm**

PRESENT: County Councillor M. Powell (Chairman)
County Councillor P. Clarke (Vice Chairman)

County Councillors: D. Batrouni, D. Dovey, A. Easson, R. Edwards, P.A. Fox, R.J.W. Greenland, L. Guppy, R. Harris, G. Howard, D. Jones, P. Jones, S. Jones, S.B. Jones, P. Jordan, P. Murphy, B. Strong, F. Taylor, A. Watts, A. Webb, L. Brown, A. Davies, L. Dymock, M. Groucutt, R. John, L. Jones, M. Lane, P. Pavia, J. Pratt, R. Roden, J. Treharne, J. Watkins and S. Woodhouse

OFFICERS IN ATTENDANCE:

Paul Matthews	Chief Executive
Kellie Beirne	Deputy Chief Executive
Peter Davies	Chief Officer, Resources
Roger Hoggins	Head of Operations
Robert Tranter	Head of Legal Services & Monitoring Officer
Nicola Perry	Senior Democracy Officer

APOLOGIES:

County Councillors D. Blakebrough, D. Evans, J. Higginson, S. Howarth, K. Williams, J. Becker, M. Feakins and T. Thomas

2. Declarations of interest

None.

3. Pay Policy

Council were presented with a report to approve the publication of Monmouthshire County Council's Pay Policy, in compliance with the Localism Act.

It was confirmed that staff possibly affected by the introduction of the Alternative Delivery Model would be included under TUPE arrangements.

Council resolved to agree the recommendations:

That Council approves the Pay Policy for the year 1st April 2017 to 31st March 2018.

That Council approves to pay the nationally negotiated and agreed pay award of the Joint National Council (JNC) for Local Authority Chief Executive Officers. Chief Executive Officer terms and conditions of employment and pay are prescribed by the JNC for Local Authority Chief Executive Officers. The Pay Agreement reached in 2016 for Chief Executive Officers was for a 1% pay increase effective from 1 April 2016 and a 1% pay increase, effective 1 April 2017. There is no pay offer confirmed for April 2018.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of County Council held
at Council Chamber, County Hall, Usk on Thursday, 15th February, 2018 at 2.00 pm

That Council approves to pay the nationally negotiated and agreed pay award for those employees who come under the Joint National Council (JNC) for Chief Officers. Chief Officers' terms and conditions of employment and pay are prescribed by the JNC for Local Authority Chief Officers. The Pay Agreement reached in 2016 for Chief Officers was for a 1% pay increase effective from 1 April 2016 and a 1% increase effective from 1 April 2017. There is no pay offer confirmed for April 2018. The Council employs Chief Officers under JNC terms and conditions, which are incorporated into contracts of employment. The JNC for Chief Officers negotiates on national (UK) annual cost of living pay increases for this group, and any award is determined on this basis. Chief Officers employed under JNC terms and conditions are contractually entitled to any national JNC determined pay rises and this Council will therefore pay these as and when determined in accordance with contractual requirements

4. Corporate Plan

Council received a report to consider and approve the Corporate Plan articulating the authority's purpose and values alongside the ambitious programme that will be prioritised over the next four and a half years.

The Leader of the Opposition reflected on the positives of the plan, highlighting it as a clear plan in terms of priorities and measurable but added that more broadly, the Corporate Plan was a record of failure by the Conservatives in the last five years. The following points were noted: the attainment gap was one of the highest in Wales; 800 houses short from our own plan; house prices; installation of monitoring equipment does not deal with pollution. Councillor Batrouni requested clarity and further information around several points. He concluded that the Labour Group would abstain from approval of the Corporate Plan.

The Cabinet Member for Education looked forward to delivering the plan over the next four years and was confident that Council would do that with the support of everyone who works in the school system.

The Cabinet Member for Social Justice explained that this plan would be about preventing poverty, not just reducing it and would be about encouraging people into work and improving the lives of those in poverty.

In terms of housing, a consultation with the public and stakeholders had been issued in November 2017 about whether we should review our LDP. It was anticipated that there will be a move to review the LDP. An extra Council meeting has been arranged to move that forward in March.

There was some surprise that there was no mention of public transport in the Plan.

The Cabinet Member for Social Care, Safeguarding and Health asked that it be noted that Monmouthshire maximises the opportunities for people to live independent lives and, in a recent meeting, Monmouthshire had been publically acknowledged as an innovative Council, very successful in certain areas of social services.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of County Council held at Council Chamber, County Hall, Usk on Thursday, 15th February, 2018 at 2.00 pm

County Councillor Groucutt expressed frustration with regards to the education in Monmouthshire and stated that we should acknowledge the huge amount of work to be done and this was not addressed in the Plan.

The Leader responded with disappointment that the opposition considered the Plan a record of failure and added that the members of the Labour Group were not forthcoming with ideas.

Council resolved to agree the recommendations:

To approve the Corporate Plan.

To adopt of the objectives contained in the plan as the Council's Well-being Objectives in accordance with the requirements of the Well-being of Future Generations Act.

5. Active Travel Integrated Network Maps

Council were presented with a report advising of the results of the recent public consultation exercise on the Draft Integrated Network Maps (INMs) and seek approval for the final INMs to be submitted to Welsh Government (WG).

In terms of deadlines we had received an extension from Welsh Government to carry out these works.

It was requested that the route identified as A18 Gypsy Lane to the proposed new bridge at Llanfoist be extended to the entrance with Grove Farm.

It was requested that a direct cycle/pedestrian route be considered from the end of the bridge at Llanfoist to the town centre.

There was concern that the active travel routes focused on towns rather than rural areas.

The B4245 does not fall into the active travel map and would be looked into at the next Severnside Area Committee. This meeting would also address the concerns surrounding speed limits and accidents which have seen two people sustain life changing injuries.

Council resolved to agree the recommendation:

That the council approves the INMs as attached at Appendices A and C and endorse their submission to WG.

6. Alternative Delivery Model

Council received a report to set out the implications to the Medium Term Financial Plan (MTFP) arising from the move to an Alternative Delivery Model for Tourism, Leisure, Culture and Youth services.

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Minutes of the meeting of County Council held at Council Chamber, County Hall, Usk on Thursday, 15th February, 2018 at 2.00 pm

The process was clarified by the Monitoring Officer, who explained that there had been an opportunity to call-in the decision made by Cabinet on 29th January 2018. However, coming before Council today provided the opportunity to discuss and debate.

The Chairman welcomed officers and consultants from Anthony Collins.

The opposition opposed the ADM and preferred the transform in-house model, stating concerns that the ADM is a tax avoidance model, and the borrowing around the model. If the model fails, the responsibility would fall to the Council, and therefore tax payers. Councillor Batrouni referred to recent examples where such models had failed dramatically.

It was agreed that should the ADM go ahead that an opposition member would be on the Board.

Assurance was sought that the costs to our secondary schools, in terms of the money they are expected to pay to leisure centres for the provision of services, would not increase above the rate of inflation.

Assurance was sought that links with the health authority, and the public services element of leisure centres would be maintained, with no increasing costs for rehabilitation referrals.

Councillor Watts raised concerns that certain demographics were being missed, and requested detail surrounding Monmouth Pool regarding the ownership of the asset and debt. It was confirmed that the asset base would remain under ownership of the Council, and the organisation would not hold any debt.

Councillor Pratt expressed her support for the model, noting the benefits of the ADM for the residents of Llanelly Hill.

The Cabinet Member for Governance confirmed that the relationship between the ADM and schools would be protected, as had been agreed at cabinet 29th January 2018. He added that governance arrangements would need to be satisfactory before the ADM would go ahead.

The Chief Executive explained to members that approving the report would enable officers to continue and come forward with a further report for Full Council decision of their expectations for a new organisation.

Council resolved to agree the recommendations:

To agree that £155,000 be drawn from the priority investment reserve to fund 'start-up activity for the Alternative Delivery Model.

To recognise the need to make provision within the MTFP as part of the budget setting process for the next 5 year period of £388,000, arising from the decision to

MONMOUTHSHIRE COUNTY COUNCIL




**Minutes of the meeting of County Council held
at Council Chamber, County Hall, Usk on Thursday, 15th February, 2018 at 2.00 pm**

**move Tourism, Leisure, Culture and Youth services into a newly established
Alternative Delivery Model.**

The meeting ended at 4.15 pm

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ACTION LIST
MEETING OF MONMOUTHSHIRE COUNTY COUNCIL

DATE OF MEETING	AGENDA/MINUTE ITEM	ACTION TO BE TAKEN	TO BE ACTIONED BY	PROGRESS
18 th January 2018	Announcement re Carillion	Leader to write to the Minister to ask what safeguards are in place for the Brynmawr to Tredegar carriageway.	Cllr Fox	  180122 Ken Skates Response from Ken AM - A465 Heads of 1 Skates.pdf
Page 15	Action List	To provide a briefing note on the detail of responsibilities of members on Outside Bodies.	Paul Matthews	Email to all members:  Guidance to councillors on outside
	Minutes	Contact MHA to ensure Cllr Batrouni is added as a member of the board.	Nicola Perry	Members' Secretary have advised MHA of the update.
	Action List	Note the absence of action list and ensure this is followed up	Nicola Perry	Action List now available to all through the Hub. Actions list to be updated and forwarded to all involved. Officers able to update accordingly. Action List
	Safeguarding Evaluative Report	Chief Officer for CYP to provide a response regarding the outcomes of the Faithful & Gould asset survey of Chepstow School to Cllr Pavia	Claire Marchant / Will McLean	CYP officers from the 21 st Century Schools team have been working with colleagues in property services and in Chepstow School. The initial and urgent work was to consider the safeguarding issue that was raised in the

				Faithful and Gould survey (2016). One aspect related to a fencing issue and the other was concerned with the linkage between the school and the leisure centre. Both the fence and the linkages have now been addressed.
	Update to Constitution	Clarity requested around the amount of notice required to remotely attend a meeting. To add 'working' days.	Rob Tranter	The constitution has been updated to include the proposed amendment
	Motion from Cllr Batrouni	To form a working group with Members to work with Cllr S. Jones on the issue of Period Poverty	Cllr Jones	Members emailed and invited to a meeting of the working group at 12:30m on January 10 th 2018.
Page 16 November 2017	Minutes of Democratic Services Committee	Written response to Councillor Howarth regarding the reasoning behind issuing Members with new IT equipment.	Paul Matthews	Email response provided to Cllr Howarth
	Motion from Cllr Groucutt	Minutes of PSB meetings to be brought to Council Meetings	Sharran Lloyd	Sharran/Dave to forward PSB minutes to DS. Will be added to agenda.



AGENDA ITEM TBC

REPORT

SUBJECT: Treasury Management Policy Statement; Strategy Statement including MRP Statement and Investment Strategy and also Prudential Indicators 2018/19

DIRECTORATE: Resources

MEETING: Council

DATE: 1st March 2018

1. PURPOSE:

- 1.1 To set a policy and strategies for the 2018/19 financial year which cover treasury and prudential borrowing activities which Council employees must then adhere to. This is to ensure that an appropriate level of care is taken of the Authority's funds and that a prudent budget is set to cover these activities.

2. RECOMMENDATIONS:

- 2.1 It is recommended that the proposed Treasury Management Policy Statement for 2018/19 (Appendix 1); and proposed Treasury Management Strategy 2018/19 (Appendix 2) including the Investment & Borrowing Strategies & the Minimum Revenue Provision (MRP) Policy Statement in Annex C, be approved together with the Treasury Limits as required by section 3 of the Local Government Act 2003.
- 2.2 Approve the use of the Prudential Indicators supplied (full draft list in Appendix 3) in the performance monitoring of the function during 2018-19.
- 2.3 That Audit Committee continues to review the Council's Treasury activities on behalf of the Council by receiving the mid-year report and year-end report.

3. BACKGROUND:

- 3.1 The Treasury Strategy proposals and recommendations went to Audit Committee on 11th January 2018. Audit Committee debated its content and provided the following feedback, to assist with Strategy development ultimately volunteered to Council.
- 3.1 A Member asked if we should be looking to reduce debt levels which are currently high. Whilst the Authority continues with a high level of capital spend on the 21C schools program, this increase in debt will continue. Debt will then reduce as annual MRP budgets exceed new Capital spend funded by borrowing.

- 3.2 When asked if Capital expenditure funded by borrowing was sustainable it was noted that debt costs are built into the Revenue MTFP, so it is sustainable as long as it can be allowed for in the Revenue MTFP. Capital expenditure can alternatively be funded by capital receipts from the disposal of assets. It was asked if this was sustainable. It was stated that the sale of assets, which are not needed for a sustainable future, is a necessity in order to be able to fund assets such as valuable new schools.
- 3.3 The value in purchasing property for investment purposes was questioned. It was stated that if the right investment was identified it would be presented to members to judge if value for money. In addition to the explanation provided colleagues are in the process of working up a property Investment Strategy for consideration by members which will still need to have regard for security, liquidity and yield principles in that order, as such investments will still need to be integrated with Treasury Strategy principles.
- 3.4 A number of new Codes of Practice, Regulations and Guidance notes have been issued recently or are in the process of being drafted. There will be a number of actions resulting from these which will be worked on and finalised by the end of 2018 including:
- Preparing a Capital Strategy for the Council once the DCLG and WG Guidance has been finalised. This can be used to guide the preparation of the 2019/20 capital budget.
 - Revising the Treasury Strategy for the Council to include changes in the revised Treasury and Prudential Codes
 - Including Non-treasury Investments in the control processes in the Authority's Treasury Strategy.
 - Reviewing the bodies which approve reports relating to Treasury matters.
 - Changing some of the Prudential Indicators.

Where practical, these changes will be introduced alongside the mid-year Treasury Report.

4 Treasury Management Policy Statement and Treasury Management Strategy

- 4.1 The Code requires that "Council" approve annually a Treasury Management Policy Statement and a Treasury Management Strategy Statement and an Investment Strategy and that it receives as a minimum a semi-annual report and an annual report after its close. The Council delegates responsibility for the implementation and monitoring of its treasury management policies and practices to the Audit Committee although Full Council will still ratify the approval of the Treasury Strategy at the start of the year and the receipt of the Treasury outturn report at the end of the year.
- 4.2 Overall responsibility for treasury management remains with the Full Council. In application that body delegates the execution and administration of treasury management decisions to the Head of Finance (S151 officer) who will act in accordance with the Treasury Management policy statement (appendix 1) and

treasury management practices and CIPFA's Standard of Professional Practice on Treasury Management.

- 4.3 As stated in the Treasury Management Policy Statement, the Council adopts the key recommendations of CIPFA's Code of Practice for Treasury Management in the Public Services (the "Code") (as revised in 2011) which are designed to provide effective control of the risks of Treasury Management activities, prioritising security and liquidity of investments above yield.
- 4.4 The Council also adheres to the Prudential Code for Capital Finance in Local Authorities (as revised in 2011) which outlines requirements for the manner in which capital spending plans are to be considered and approved. Authorities are required to demonstrate value for money when borrowing in advance of need and ensure the security of such funds. The Prudential Code further requires the Council to set a number of Prudential and Treasury Management indicators which are covered in this report.
- 4.5 The WG Guidance on Local Government Investments issued in April 2010 requires the production of an Investment Strategy in addition to a Treasury Management Strategy and allows both to be included in one document. Appendix 2 contains the Council's detailed proposed investment strategy.
- 4.6 Revisions to the Prudential Code, Treasury Management Code and the WG Investment Guidance are anticipated early in 2018. As yet changes are uncertain but once known if these impact on the 2018/19 Treasury Strategy or any of the Appendices the amendments will be brought to Audit Committee for approval in a timely fashion (refer to para 3.5 above).

Considerations influencing the strategy

- 4.7 The limits proposed in the 2018/19 Treasury Strategy have not changed significantly from the 2017/18 Strategy which means that most of our investments will be limited to £2 million per counterparty – see the Table 'Approved Investment counterparties & Limits' in Appendix 2. The counterparty rating limits and investment maturities in this table are ultimate limits which may be further restricted if advice from our Treasury advisers indicate that the risks associated with a specific counterparty or investment product warrant it.
- 4.8 The section on External context within the Strategy in Appendix 2 explains the backdrop which has been considered when setting the limits for borrowing & investing. These include:
- The effect the Brexit process has had on Sterling, GDP and UK growth
 - CPI (Consumer Price index) has risen to 3%
 - Bail-in legislation has now been fully implemented in the EU, Switzerland and the USA so Local Authorities could be called on to bail-in failing banks.
 - The largest UK banks will "ring-fence" or separate their retail banking functions from their Investment banking activities during 2018.
 - The Authority has requested that the financial institutions which it deals with on regulated products allow it to act up to Professional status under the MifID II regulations which come into force on the 3rd January 2018 & require the

Authority to hold £10 million of Investments (See Investment Strategy section)

- 4.9 The MiFid II change has been brought in seamlessly, given the proactive efforts of colleagues in Treasury team to notify institutions of our intentions.
- 4.10 The budget setting process has introduced 2 changes in Treasury practice.
- The financing of capital programme will now include a prediction of capital slippage which won't require financing within the financial year (circa £6m for 2018-19.)
 - The increased proportionate use of short term variable rate borrowing rather than longer term fixed rates, that necessitates a revision in ratios from maximum 50:50 short vs long, to 55:45.

The net effect of treasury revisions has introduced a circa net £390k saving, that has been utilised during the 2018-19 revenue budget setting process to reduce the extent of savings needing to affect services.

Annual Minimum Revenue Provision Policy Statement

- 4.11 The annual Minimum Revenue Provision is the mechanism used for spreading the capital expenditure financed by borrowing over the years to which benefit is provided. Regulations state that the authority must calculate for the current financial year an amount of minimum revenue provision which it considers to be prudent. In addition there is the requirement for an Annual Minimum Revenue Provision Policy Statement to be drafted and submitted to full Council. This is attached at Annex C.

5. REASONS:

- 5.1 The Authority is required to produce a Treasury Management Policy and a Treasury Management and Annual Investment Strategy in order to comply with the Chartered Institute of Public Finance and Accountancy's Code of Practice for Treasury Management in Public Services (the "CIPFA TM Code").
- 5.2 The Authority is required to produce an MRP Policy Statement in order to comply with the Local Authorities (Capital Finance and Accounting) (Wales) Regulations, last amended in 2009.

6. RESOURCE IMPLICATIONS:

- 6.1 There are no resource implications directly arising from this report. The medium-term treasury budgets contained within the 2018-2019 revenue budget proposals to be presented to Council in March 2018, were constructed in accordance with the strategy documents appended to this report.
- 6.2 There are however some key future financial risks on medium-term treasury budgets concerning:
- The number of significant capital receipts in the existing medium-term forecasts, and on which the authority's internal borrowing strategy and

budgets are based. There will be an adverse financial impact in the event that such receipts do not materialise or are significantly delayed.

- The strategy states the Authority's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required. It presents the option of taking advantage of currently low short-term interest rates possibly at the expense of increasing future borrowing costs. This balance will be monitored regularly in order to decide whether to borrow additional sums at long-term fixed rates in 2018/19 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.
- It should be noted that as a result of the expenditure plans of the Authority and the forecasts for interest rates in the future, that borrowing costs are expected to rise in the medium/long term.

7. EQUALITY IMPACT ASSESSMENT:

There is no equality impact arising directly from this report.

8. SUSTAINABLE DEVELOPMENT IMPLICATIONS:

None

9. BACKGROUND PAPERS:

Appendix 1 – Treasury Management Policy Statement 2018/19
Appendix 2 – Treasury Management Strategy Statement 2018/19 including the Investment & Borrowing Strategies & the MRP policy statement
Appendix 3 – Prudential Indicators 2018/19 (Also distributed with Revenue and Capital budget proposals, Council March 2018)

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TREASURY MANAGEMENT POLICY STATEMENT 2018/19

1 INTRODUCTION AND BACKGROUND

- 1.1 The Council adopts the key recommendations of CIPFA's Treasury Management in the Public Services: Code of Practice (the Code), as described in Section 5 of the Code.
- 1.2 Accordingly, the Council will create and maintain, as the cornerstones for effective treasury management:-
- A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities
 - Suitable treasury management practices (TMPs), setting out the manner in which the Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.
- 1.3 The Council (i.e. full Council) will receive reports on its treasury management policies, practices and activities including, as a minimum, an annual strategy and plan in advance of the year, and a semi-annual report and an annual report after its close.
- 1.4 The Council delegates responsibility for the implementation and monitoring of its treasury management policies and practices to the Audit Committee and for the execution and administration of treasury management decisions to the Head of Finance (S151 officer), who will act in accordance with the organisation's policy statement and TMPs and CIPFA's Standard of Professional Practice on Treasury Management.
- 1.5 The Council nominates Audit Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies and they will receive the mid-year report on Treasury Management activities.

2. POLICIES AND OBJECTIVES OF TREASURY MANAGEMENT ACTIVITIES

- 2.1 The Council defines its treasury management activities as:
- “The management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”
- 2.2 This Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.

- 2.3 This Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.”

As CIPFA states the policy statement should also include the Council’s high level policies for borrowing and investments:

- 2.4 The Council’s borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The source from which the borrowing is taken and the type of borrowing should allow the Council transparency and control over its debt.
- 2.5 The Council’s primary objective in relation to investments remains the security of capital. The liquidity or accessibility of the Authority’s investments followed by the yield earned on investments remain important but are secondary considerations.

3. Approach to Risk Management

- 3.1 This section identifies the risks that the Council faces as a result of it undertaking treasury management activities.

Liquidity risk
Credit (or counterparty) risk
Interest rate risk
Inflation rate risk
Exchange rate risk
Market risk
Refinancing risk
Procedural risk
Legal and regulatory risk

The Council manages these down to an acceptable level within the regulatory framework through the consideration and application of its Treasury Strategy and appropriate monitoring against agreed prudential indicators and limits.

Treasury Management Strategy Statement 2018/19

(Based on a template provided by the Councils Treasury Advisors - Arlingclose)

Introduction

In March 2005 the Authority adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2011 Edition* (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year.

In addition, the Welsh Government (WG) issued revised *Guidance on Local Authority Investments* in March 2010 that requires the Authority to approve an investment strategy before the start of each financial year.

This report fulfils the Authority's legal obligation under the *Local Government Act 2003* to have regard to both the CIPFA Code and the WG Guidance.

The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Authority's treasury management strategy.

Revised strategy: In accordance with the WG Guidance, the Authority will be asked to approve a revised Treasury Management Strategy Statement should the assumptions on which this report is based change significantly. Such circumstances would include, for example, a large unexpected change in interest rates, in the Authority's capital programme or in the level of its investment balance.

This Strategy covers the requirements of the 2010 Welsh Government Investment Guidance and the 2011 CIPFA TM Code of Practice, including the Treasury Management Indicators. The Prudential Indicators in Appendix 3 meet the requirements of the CIPFA Prudential code. CIPFA consulted on changes to both these Codes in 2017 but has yet to publish revised versions. The DCLG (Department for Communities and Local Government) will be revising its Investment Guidance and its MRP guidance for local authorities in England for 2018/19 but there have been no discussions with the Wales yet. This Strategy therefore does not reflect any of these proposed changes. The Authority will review the final versions when they are issued and if necessary recommend revisions to this strategy at that time to avoid pre-empting the final changes and their timing.

External Context

Economic background: The major external influence on the Authority's treasury management strategy for 2018/19 will be the UK's progress in negotiating its exit from the European Union and agreeing future trading arrangements. The domestic economy has remained relatively robust since the surprise outcome of the 2016 referendum, but there are indications that uncertainty over the future is now weighing on growth. Transitional arrangements may prevent a cliff-edge, but will also extend the period of uncertainty for several years. Economic growth is therefore forecast to remain sluggish throughout 2018/19.

Consumer price inflation reached 3.0% in September 2017 as the post-referendum devaluation of sterling continued to feed through to imports. Unemployment continued to fall and the Bank of England's Monetary Policy Committee judged that the extent of spare capacity in the economy seemed limited and the pace at which the economy can grow without generating inflationary pressure had fallen over recent years. With its inflation-control mandate in mind, the Bank of England's Monetary Policy Committee raised official interest rates to 0.5% in November 2017.

In contrast, the US economy is performing well and the Federal Reserve is raising interest rates in regular steps to remove some of the emergency monetary stimulus it has provided for the past decade. The European Central Bank is yet to raise rates, but has started to taper its quantitative easing programme, signalling some confidence in the Eurozone economy.

Credit outlook: High profile bank failures in Italy and Portugal have reinforced concerns over the health of the European banking sector. Sluggish economies and fines for pre-crisis behaviour continue to weigh on bank profits, and any future economic slowdown will exacerbate concerns in this regard.

Bail-in legislation, which ensures that large investors including local authorities will rescue failing banks instead of taxpayers in the future, has now been fully implemented in the European Union, Switzerland and USA, while Australia and Canada are progressing with their own plans. In addition, the largest UK banks will ringfence their retail banking functions into separate legal entities during 2018. There remains some uncertainty over how these changes will impact upon the credit strength of the residual legal entities.

The credit risk associated with making unsecured bank deposits has therefore increased relative to the risk of other investment options available to the Authority; returns from cash deposits however remain very low.

Interest rate forecast: The Authority's treasury adviser Arlingclose's central case is for UK Bank Rate to remain at 0.50% during 2018/19, following the rise from the historic low of 0.25%. The Monetary Policy Committee re-emphasised that any prospective increases in Bank Rate would be expected to be at a gradual pace and to a limited extent.

Future expectations for higher short term interest rates are subdued and on-going decisions remain data dependant and negotiations on exiting the EU cast a shadow over monetary policy decisions. The risks to Arlingclose's forecast are broadly balanced on both sides. The Arlingclose central case is for gilt yields to remain broadly stable across the medium term. Upward movement will be limited, although the UK government's seemingly deteriorating fiscal stance is an upside risk.

A more detailed economic and interest rate forecast provided by Arlingclose is attached at **Annex A**.

For the purpose of setting the budget, it has been assumed that new investments will be made at an average rate of 0.15%, and that new long-term loans will be borrowed at an average rate of **2.37%**.

Local Context

On 30th November 2017, the Authority held £113.2m of borrowing and £6.4m of investments. This is set out in further detail at **Annex B**. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

Table 1: Balance sheet summary and forecast

	31.3.17 Actual £m	31.3.18 Estimate £m	31.3.19 Forecast £m	31.3.20 Forecast £m	31.3.21 Forecast £m
General Fund CFR *	134.6	143.2	155.4	159.3	157.8
Less: Other debt liabilities **	(1.0)	(1.0)	(0.8)	(0.6)	(0.4)
Borrowing CFR	133.6	142.2	154.6	158.7	157.4
Less: External borrowing committed to ***	(89.3)	(98.2)	(75.2)	(73.5)	(54.3)
Borrowing requirement	44.2	44.0	79.4	85.2	103.0
Less: Usable reserves	(35.2)	(19.0)	(14.3)	(19.6)	(22.3)
Less: Working capital	(9.0)	(9.0)	(9.0)	(9.0)	(9.0)
New external borrowing requirement	0.0	16.0	56.1	56.6	71.7

* the CFR at 31.3.18 and 31.3.19 has been set £5m and £10m higher than currently required, to allow for Capital expenditure which is being considered for approval. This does not constitute approval but allows for it in the Treasury Strategy should it gain Member approval.

** finance leases, PFI liabilities and transferred debt that form part of the Authority's total debt

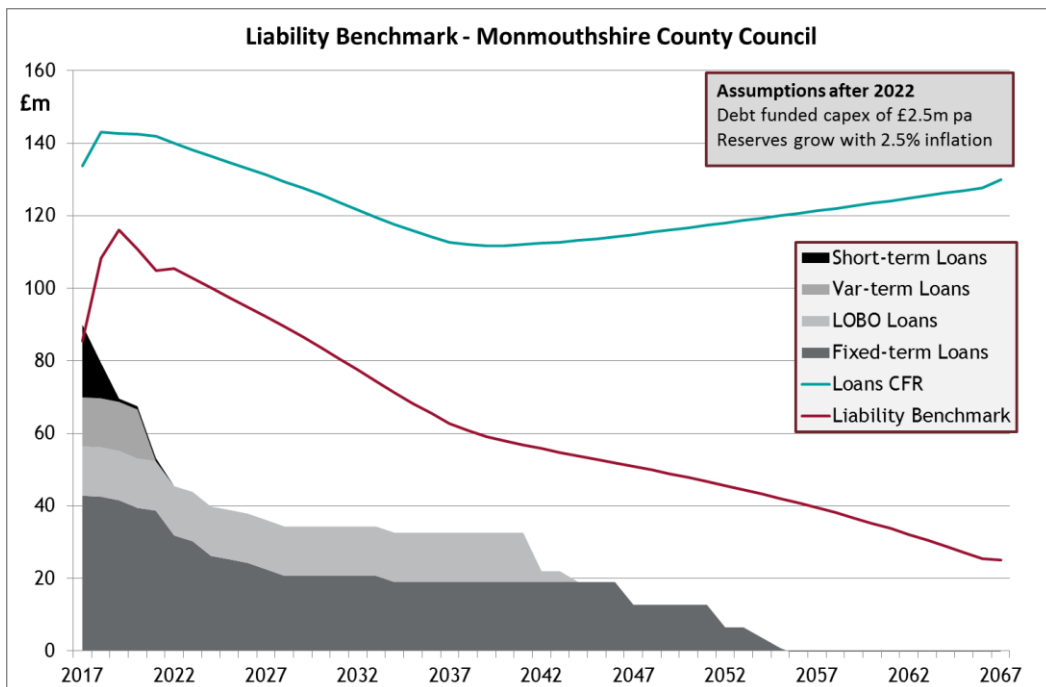
*** shows only loans to which the Authority is committed and excludes optional refinancing

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are underlying resources available for investment. The Authority's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing. The Authority has an increasing CFR due to the capital programme, but low levels of investments and will therefore be required to borrow up to £72m over the forecast period, should all the projected capital expenditure be incurred. Short term and variable rate PWLB borrowing at 30th November 2017 was £42m & £13.5m which will both need to be replaced in the forecast window. These make up the majority of the £72m.

CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Authority expects to comply with this recommendation during 2018/19 as existing debt of £75m will still be in place at 31st March 2019 and new debt of £56m is anticipated as required. The combination of £131m is less than the CFR of £155m. The difference is due to internal borrowing

To assist with its long-term treasury management strategy, the Authority and its advisers have created a liability benchmark, which forecasts the Authority's need to borrow over a 50 year period. Following on from the medium-term forecasts in table 1 above, the benchmark assumes:

- capital expenditure funded by borrowing of £2.4m in 2021/22 increasing by 2.5% per year
- minimum revenue provision on capital expenditure, funded by unsupported borrowing, based on asset life and using an annuity profile
- minimum revenue provision on new capital expenditure funded by supported borrowing based on a 50 year asset life and a straight line profile
- income, expenditure and reserves all increase by 2.5% inflation a year after 2021/22



The Liability Benchmark line (red) represents the minimum Debt that Monmouthshire needs to hold over time in order to have sufficient cash to operate. The shaded area is the total debt which we hold today, reducing as the various types of debt mature. The gap between the two is the amount of debt which the Authority is expected to need to take out over time which is aligned with Table 1 in the first few years.

Borrowing Strategy

The Authority held £113 million of loans at 30th November 2017, an increase of £24 million from 31st March 2017, as part of its strategy for funding previous years’ capital programmes. The balance sheet forecast in table 1 shows that the Authority expects to borrow up to £131 million by the end of 2018/19. The Authority may borrow additional sums, providing this does not exceed the authorised limit for borrowing of £194 million.

Objectives: The Authority’s chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Authority’s long-term plans change is a secondary objective.

Strategy: Given the significant cuts to public expenditure and in particular to local government funding, the Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

By doing so, the Authority is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits in the short term of internal / short-term will be monitored regularly against the potential for incurring additional costs in the future by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Authority with this 'cost of carry' and breakeven analysis. Its output may determine whether the Authority borrows additional sums at long-term fixed rates in 2018/19 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

In addition, the Authority may borrow further short-term loans to cover unplanned cash flow shortages.

It is anticipated during 2018/19, that the Authority will continue to rely heavily on short term loans to reduce interest costs, rather than filling the long term gap on the Liability Benchmark graph with more expensive long term loans which would be more costly. Approximately £6m of longer term debt is expected to be taken out to reduce interest rate risk in the medium term. Approval to lend for longer than one year is required from the S151 officer, Deputy or a more senior line manager of theirs in their absence.

Sources of borrowing: The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board (PWLB) and any successor body
- any institution approved for investments (see below)
- other public bodies
- any other bank or building society authorised to operate in the UK
- UK public and private sector pension funds (except the Greater Gwent Pension Fund)
- capital market bond investors
- special purpose companies created to enable local authority bond issues

Other sources of debt finance: In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- operating and finance leases
- hire purchase
- Private Finance Initiative
- sale and leaseback

In previous years, the Authority raised the majority of its long-term borrowing from the PWLB but has this year taken £5.9m of 3-5 year loans from other local Authorities. It continues to investigate other sources of finance, such as bank loans, that may be available at more favourable rates.

LOBOs: The Authority holds £13.6m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. All of these LOBOS

have options during 2018/19, and although the Authority understands that lenders are unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing risk. The Authority will take the option to repay LOBO loans at no cost if it has the opportunity to do so.

Short-term and variable rate loans: These loans leave the Authority exposed to the risk of short-term interest rate rises and are therefore subject to the limit on the net exposure to variable interest rates in the treasury management indicators below.

Debt rescheduling: The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Authority may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

Investment Strategy

The Authority holds invested funds, representing income received in advance of expenditure plus balances and reserves held. Since 1st April 2017, the Authority's investment balance has ranged between £2 and £22 million.

As a result of the implementation of the Markets in Financial Instruments Directive (MiFID II), on the 3rd January 2018, the Authority has put in a request to the financial institutions, with which it deals, to elect up from Retail to Professional Status. This is in order to maintain access to regulated financial services firms including banks, brokers, advisers, fund managers and custodians with whom we have dealings regarding regulated investment products. This does mean that we have to be able to demonstrate that we have an investment balance of at least £10 million. To that end, the Authority will maintain an average of at least £10 million over each financial year and maintain a balance of £10 million on at least 85% of working days during the year, only allowing balances to fall below £10 million due to cyclical influences which are disproportionately onerous to work around. This also has the benefit of reducing the risk of having insufficient liquidity to continue normal operations. This will be reviewed quarterly to ensure that the Authority is staying within the spirit of the regulation which does not specify how this limit should be met.

Objectives: Both the CIPFA Code and the WG Guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Authority will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

Negative interest rates: If the UK enters into a recession in 2018/19, there is a small chance that the Bank of England could set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. This situation already exists in many other European countries. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

Strategy: Given the increasing risk and very low returns from short-term unsecured bank investments, the Authority will continually reassess the need to diversify into more secure and/or higher yielding asset classes during 2018/19. This is especially the case for the estimated £5m that is available for longer-term investment. The remainder of the Authority's surplus cash remains invested in short-term unsecured bank & building society deposits, certificates of deposit, money market funds, T-bills and the DMO.

Approved counterparties: The Authority may invest its surplus funds with any of the counterparty types in table 2 below, subject to the cash limits (per counterparty) and the time limits shown. Any formal recommendations received from the Authority's treasury advisors which places additional restrictions on

certain counterparties in terms of eligibility or duration of Investments will supercede the limits set below. Investments classified as Non Specified must obtain further approval from the S151 Officer or Deputy or more senior line manager and also the Authority's treasury advisors before being made.

Table 2: Approved investment counterparties and limits

Counterparty / Instrument	Instrument Limit of Portfolio	Counterparty Limit of Portfolio	Country Limit	Other Limits	Time Limit (Over 1 Year = Non Specified)
UK Central Government including Debt Mgt deposit facility, Gilts and T Bills.	100%	100%	N/A	N/A	50 Years
Any investment with UK Local Authorities (irrespective of credit rating)	75%	The higher of £2m or 10% of total investments (at the time of deposit)	N/A	NA	2 Years
'Unsecured' investments with Banks, Building Societies, Other Organisations and Securities whose lowest published rating from Fitch, Moody's and S&P's is (A-) As above but (A) As above but (A+)	75% of total investments at the time of deposit For Non-UK 50% of total investment at the time of deposit	Upper limit of £2m. An additional £1m can be held in the Authority's bank current account to cover the total of credit balances.	£4m per foreign country	Limit for negotiable instruments held in Brokers nominee accounts: the lower of 50% or £10m per Broker	6 months 13 months 2 years

<p>Secured Investments with Banks, Building Societies, Other Organisations and Securities, (including Re-po's) whose lowest published rating from Fitch, Moody's and S&P's is (A-)</p> <p>As above but (A) or (A+)</p>	<p>75% of total investments at the time of deposit (both secured and unsecured)</p> <p>For Non-UK 50% of total investments at the time of deposit (both secured and unsecured)</p>	<p>£4m per counterparty (both secured and unsecured)</p>	<p>£4m per foreign country for all investment types</p>	<p>N/A</p>	<p>13 months</p> <p>2 years</p>
<p>Deposits with unrated UK Building Societies which have been assessed by our Treasury advisers as comparable with the Building Societies that have an A- credit rating or higher</p>	<p>25% of total investments</p>	<p>£1m per Counterparty</p>	<p>UK only</p>	<p>N/A</p>	<p>6 months</p>
<p>Money Market Funds with a Constant Net Asset Value (CNAV) or Variable NAV or Low Volatility NAV if assessed by our Treasury advisers as being of high credit worthiness</p>	<p>50% of total investments at the time of deposit increased to 75% if total investments is £10m or less</p>	<p>The lower of £2m and 10% of total investments rounded up to the next £0.5m; not exceeding 0.50% of MMF size or 2% for Government MMFs</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
<p>Pooled funds without credit ratings which are not classed as capital expenditure - if assessed by our Treasury advisers as</p>	<p>£4m total investment at the time of deposit</p>	<p>£2m per issuer</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>

being of high credit worthiness					
Investments with UK Registered Providers (e.g. Housing Associations) where the lowest published credit rating is A- or higher	£4m of total investments at the time of deposit.	£2m per issuer	N/A	N/A	5 years

This table must be read in conjunction with the notes below

Credit rating: Investment limits are set by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

Banks unsecured: Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

Banks secured: Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

Government: Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. This includes police and fire authorities, district councils, transport authorities and combined authorities. These investments are not subject to bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.

Corporates: Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made following an external credit assessment or as part of a diversified pool in order to spread the risk widely.

Registered providers: Loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing, formerly known as housing associations. These bodies are tightly regulated by the Homes and Communities Agency and, as providers of public services, they retain the likelihood of receiving government support if needed.

Pooled funds: Shares in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short-term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an

alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.

Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.

Operational bank accounts: The Authority may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £50,000 per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Authority maintaining operational continuity.

Risk assessment and credit ratings: Credit ratings are obtained and monitored by the Authority's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

Other information on the security of investments: The Authority understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Authority will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Authority's cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

Specified investments: The WG Guidance defines specified investments as those:

- denominated in pound sterling,
- due to be repaid within 12 months of arrangement,

- not defined as capital expenditure by legislation, and
- invested with one of:
 - the UK Government,
 - a UK local authority, parish council or community council, or
 - a body or investment scheme of “high credit quality”.

The Authority defines “high credit quality” organisations and securities as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher. For money market funds and other pooled funds “high credit quality” is defined as those having a credit rating of A- or higher.

Non-specified investments: Any investment not meeting the definition of a specified investment is classed as non-specified. The Authority does not intend to make any investments denominated in foreign currencies. Non-specified investments will therefore be limited to long-term investments, i.e. those that are due to mature 12 months or longer from the date of arrangement, pooled funds that are defined as capital expenditure and investments with bodies and schemes not meeting the definition on high credit quality. Limits on non-specified investments are shown in table 3 below.

Table 3: Non-specified investment limits

	Cash limit
Total long-term investments	£6m
Total shares in pooled funds excluding Money Market Funds	£4m
Total investments without credit ratings or rated below [A-] (except the UK Government and UK local authorities)	£3m
Total investments (except pooled funds) with institutions domiciled in foreign countries rated below [A-]	£0m
Total non-specified investments	£11m

Investment limits: The Authority’s revenue reserves available to cover investment losses are forecast to be £14 million on 31st March 2018. In order that no more than 30% of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) is £4.0 million for secured investments or £2.0 million for unsecured investments to banks & building societies. These levels are considered prudent. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers’ nominee accounts and foreign countries as in Table 2 above. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Liquidity management: The Authority uses an excel based cash flow forecasting tool to determine the maximum period for which funds may prudently be committed. Amounts are held on an ongoing basis in instant access accounts to minimise the risk of the Authority being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Authority’s medium term financial plan and cash flow forecast.

Non-Treasury Investments

Although not classed as treasury management activities and therefore not covered by the CIPFA Code or the WG Guidance, the Authority may also purchase property for investment purposes and may also make loans and investments for service purposes, for example to shared service entities, to landlords, or as equity investments or loans to the Authority’s subsidiaries.

Such loans and investments are not subject to the Authority's normal approval processes for revenue and capital expenditure and need not comply with this treasury management strategy. As mentioned in the Introduction section above, when the Revised Treasury Management and Prudential codes are issued (anticipated December 2017), they will be reviewed and if necessary a revision to this strategy will be proposed.

The Authority's existing non-treasury investments are listed in Annex B.

Treasury Management Indicators

The Authority measures and manages its exposures to treasury management risks using the following indicators.

Security: The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating/score of its investment portfolio. The credit score is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

	Target
Portfolio average credit rating/score	A- / 5.0

Interest rate exposures: This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the amount of net principal borrowed will be:

	2018/19	2019/20	2020/21
Upper limit on net fixed interest rate exposure	£110m	£110m	£110m
Upper limit on net variable interest rate exposure	£78m	£78m	£78m

Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate. The Upper limit on net variable interest rate exposure is at level which maintains the % of net variable interest rate exposure at a maximum of 55% of total net debt.

Maturity structure of borrowing: This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing (excluding variable rate and short term borrowing) will be:

	Levels anticipated as at 1 Apr 2018 £m / %	Lower Limit for 2018/19 %	Upper Limit for 2018/19 %
Under 12 months - LOBO's	£13.7m / 28%	0	50
Under 12 months - other		0	
12 months and within 24 months	£1.5m / 3%	0	25
24 months and within 5 years	£8.6m / 17%	0	45
5 years and within 10 years	£7.8m / 15%	0	30
10 years and above	£19.3m / 37%	0	100
TOTAL	£51.8m / 100%		

Maturity is measured as the outstanding duration of loans on the 1st day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment

Principal sums invested for periods longer than 364 days: The purpose of this indicator is to control the Authority’s exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

	2018/19	2019/20	2020/21
Limit on principal invested beyond year end *	£6m	£6m	£6m

** meaning for longer than 1 year*

Other Items

There are a number of additional items that the Authority is obliged by CIPFA or WG to include in its Treasury Management Strategy.

Policy on the use of financial derivatives: In the absence of any explicit legal power to do so, the Authority will not use standalone financial derivatives (such as swaps, forwards, futures and options). Derivatives embedded into loans and investments, including pooled funds and forward starting transactions, may be used, and the risks that they present will be managed in line with the overall treasury risk management strategy.

Investment training: The needs of the Authority’s treasury management staff for training in investment management are assessed on an ongoing basis as part of the staff appraisal process, and additionally when the responsibilities of individual members of staff change.

Staff attend training courses, seminars and conferences provided by Arlingclose and CIPFA.

Investment advisers: The Authority has appointed Arlingclose Limited as treasury management advisers and receives specific advice on investment, debt and capital finance issues. The quality of this service is assessed at the contract tender stage by comparing to other market leaders and their historical track record. It is then monitored by on-going interaction with treasury personnel. The Authority maintains the quality of the service from its advisors by holding quarterly meetings and tendering periodically.

Investment of money borrowed in advance of need: The Authority may, from time to time, borrow in advance of need, where this is expected to provide the best long-term value for money. Since amounts borrowed will be invested until spent, the Authority is aware that it will be exposed to the risk of loss of the borrowed sums, and the risk that investment and borrowing interest rates may change in the intervening period. These risks will be managed as part of the Authority’s overall management of its treasury risks.

The total amount borrowed will not exceed the authorised borrowing limit of £191 million. The maximum period between borrowing and expenditure is expected to be two years, although the Authority is not required to link particular loans with particular items of expenditure.

Financial Implications

The budget for investment income in 2018/19 is £8,000, based on an average investment portfolio of £5 million at an interest rate of 0.15%. The budget for debt interest paid in 2018/19 is £3.3 million, based on an average debt portfolio of £119.8 million at an average interest rate of 2.8% resulting from a mixture of short and long term debt. If actual levels of investments and borrowing, and actual interest rates differ from those forecast, performance against budget will be correspondingly different.

Other Options Considered

The WG Guidance and the CIPFA Code do not prescribe any particular treasury management strategy for local authorities to adopt. The Head of Finance, having consulted the Audit Committee, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties of higher credit worthiness and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties, some with lower credit worthiness and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be fully offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow higher percentage of short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

Annex A - Arlingclose Economic & Interest Rate Forecast November 2017

Underlying assumptions:

- In a 7-2 vote, the MPC increased Bank Rate in line with market expectations to 0.5%. Dovish accompanying rhetoric prompted investors to lower the expected future path for interest rates. The minutes re-emphasised that any prospective increases in Bank Rate would be expected to be at a gradual pace and to a limited extent.
- Further potential movement in Bank Rate is reliant on economic data and the likely outcome of the EU negotiations. Policymakers have downwardly assessed the supply capacity of the UK economy, suggesting inflationary growth is more likely. However, the MPC will be wary of raising rates much further amid low business and household confidence.
- The UK economy faces a challenging outlook as the minority government continues to negotiate the country's exit from the European Union. While recent economic data has improved, it has done so from a low base: UK Q3 2017 GDP growth was 0.4%, after a 0.3% expansion in Q2.
- Household consumption growth, the driver of recent UK GDP growth, has softened following a contraction in real wages, despite both saving rates and consumer credit volumes indicating that some households continue to spend in the absence of wage growth. Policymakers have expressed concern about the continued expansion of consumer credit; any action taken will further dampen household spending.
- Some data has held up better than expected, with unemployment continuing to decline and house prices remaining relatively resilient. However, both of these factors can also be seen in a negative light, displaying the structural lack of investment in the UK economy post financial crisis. Weaker long term growth may prompt deterioration in the UK's fiscal position.
- The depreciation in sterling may assist the economy to rebalance away from spending. Export volumes will increase, helped by a stronger Eurozone economic expansion.
- Near-term global growth prospects have continued to improve and broaden, and expectations of inflation are subdued. Central banks are moving to reduce the level of monetary stimulus.
- Geo-political risks remains elevated and helps to anchor safe-haven flows into the UK government bond (gilt) market.

Forecast:

- The MPC has increased Bank Rate, largely to meet expectations they themselves created. Future expectations for higher short term interest rates are subdued. On-going decisions remain data dependant and negotiations on exiting the EU cast a shadow over monetary policy decisions.
- Our central case for Bank Rate is 0.5% over the medium term. The risks to the forecast are broadly balanced on both sides.
- The Arlingclose central case is for gilt yields to remain broadly stable across the medium term. Upward movement will be limited, although the UK government's seemingly deteriorating fiscal stance is an upside risk.

	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Average
Official Bank Rate														
Upside risk	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.19
Arlingclose Central Case	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Downside risk	0.00	0.00	0.00	0.00	0.00	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.15
3-month LIBID rate														
Upside risk	0.10	0.10	0.10	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.22
Arlingclose Central Case	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Downside risk	-0.10	-0.10	-0.15	-0.15	-0.15	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.20
1-yr LIBID rate														
Upside risk	0.15	0.15	0.20	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.27
Arlingclose Central Case	0.70	0.70	0.70	0.70	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.77
Downside risk	-0.15	-0.20	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.15	-0.15	-0.26
5-yr gilt yield														
Upside risk	0.20	0.25	0.25	0.25	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.32
Arlingclose Central Case	0.75	0.75	0.80	0.80	0.80	0.85	0.90	0.90	0.95	0.95	1.00	1.05	1.10	0.89
Downside risk	-0.20	-0.20	-0.25	-0.25	-0.25	-0.35	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.33
10-yr gilt yield														
Upside risk	0.20	0.25	0.25	0.25	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.32
Arlingclose Central Case	1.25	1.25	1.25	1.25	1.25	1.30	1.30	1.35	1.40	1.45	1.50	1.55	1.55	1.36
Downside risk	-0.20	-0.25	-0.25	-0.25	-0.25	-0.30	-0.35	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.33
20-yr gilt yield														
Upside risk	0.20	0.25	0.25	0.25	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.32
Arlingclose Central Case	1.85	1.85	1.85	1.85	1.85	1.90	1.90	1.95	1.95	2.00	2.05	2.05	2.05	1.93
Downside risk	-0.20	-0.30	-0.25	-0.25	-0.30	-0.35	-0.40	-0.45	-0.50	-0.50	-0.50	-0.50	-0.50	-0.38
50-yr gilt yield														
Upside risk	0.20	0.25	0.25	0.25	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.32
Arlingclose Central Case	1.70	1.70	1.70	1.70	1.70	1.75	1.80	1.85	1.90	1.95	1.95	1.95	1.95	1.82
Downside risk	-0.30	-0.30	-0.25	-0.25	-0.30	-0.35	-0.40	-0.45	-0.50	-0.50	-0.50	-0.50	-0.50	-0.39

Annex B - Existing Investment & Debt Portfolio Position

	30 Nov 17 Actual Portfolio £m	30 Nov 17 Average Rate %
External borrowing:		
Public Works Loan Board - Fixed	38.3	5.3
Public Works Loan Board - Variable	13.5	0.6
Local authorities	42.9	0.3
LOBO loans from banks	13.6	4.8
Other loans	4.9	0.0
Total external borrowing	113.2	
Other long-term liabilities:		
Private Finance Initiative	0.8	
Other	0.4	
Total other long-term liabilities	1.2	
Total gross external debt	114.4	
Treasury investments:		
Banks & building societies (unsecured)	0.0	
Government (incl. local authorities)	3.7	
Money Market Funds		
Total treasury investments	6.4	0.2
Net debt	108.0	

	31 Mar 17 £m	Annualised Return %
Non-treasury investments:		
Investment property	41.9	1%
Investment assets classed as L&B	4.4	6% *
Shares in subsidiaries	0.0	-
Loans to subsidiaries	0.0	-
Loans to local companies	0.0	-
Total non-treasury investments	46.3	

* This % return excludes MRP or repayments of borrowed capital

Annex C – MRP Policy Statement 2017/18

The Welsh Government's Guidance on Minimum Revenue Provision (issued in 2010) places a duty on local authorities to make a prudent provision for debt redemption. Guidance on Minimum Revenue Provision has been issued by the Welsh Ministers and local authorities are required to "have regard" to such Guidance under section 21(1A) of the Local Government Act 2003.

Authorities are permitted discretion in terms of the charge levied, albeit within certain parameters. A "prudent" period of time for debt repayment is defined as being one which reflects the period over which the associated capital expenditure provides benefits.

The four MRP options available are:

- Option 1: Regulatory Method
- Option 2: CFR Method
- Option 3: Asset Life Method
- Option 4: Depreciation Method

Note: This does not preclude other prudent methods.

MRP in 2018/19:

Options 1 and 2 can only be used for supported Non-HRA capital expenditure funded from borrowing (i.e. financing costs deemed to be supported through Revenue Support Grant from Central Government). Methods of making prudent provision for unsupported Non-HRA capital expenditure include Options 3 and 4 (which may also be used for supported Non-HRA capital expenditure if the Authority chooses).

The MRP Statement will be submitted to Council before the start of the 2018/19 financial year. If it is ever proposed to vary the terms of the original MRP Statement during the year, a revised statement should be put to Authority at that time.

MRP on Supported Borrowing funded Expenditure

The Authority's policy is to apply Option 3 in respect of supported capital expenditure funded from borrowing. A report received by Council on 17th November 2016 approved this change to 2% straight line, asset life basis.

MRP on Unsupported Borrowing funded Expenditure

The Authority's policy is to apply Option 3 in respect of unsupported capital expenditure funded from borrowing. The MRP is calculated on an annuity basis within the asset life method, whereby the MRP element increases over time to reflect a consistent charge over the assets life taking into account the real value of money.

MRP in respect of leases and PFI

MRP in respect of leases and Private Finance Initiative schemes brought on Balance Sheet under the CIPFA Accounting Code of Practice will match the annual principal repayment for the associated deferred liability.

The 2018/19 budget proposals reflect these 3 positions.

DRAFT PRUDENTIAL INDICATORS for Programme Proposals 2018/22

Local Authorities determine their own programmes for capital investment in fixed assets. The Prudential Code is the code of practice supporting local authorities in taking decisions and underpins the system of capital finance. The key objectives of the Prudential Code are to ensure, within the Prudential Framework, that capital investment plans of the Authority are affordable, prudent and sustainable.

To demonstrate that local authorities have fulfilled these objectives, the Prudential Code sets out the indicators that must be used, and the factors that must be taken into account. These indicators are reported below based on actual, current and planned capital budget proposals as in the proposed 2018/2019 capital medium term financial plan.

Importantly, it should be noted that the proposed supported and unsupported borrowing results from the current and future capital budget proposals:

Borrowing budgeted in the capital budget proposals 2018/19 to 2021/22 is as follows: The 2018/19 figures are inclusive of £6,000,000 of slippage from 2017/18 as estimated in the draft 2018/19 MTFP on which these indicators are based.

- General Unsupported borrowing of £1,000,000 2018/19 to 2021/22.
- 21st Century Schools – budgeted unsupported borrowing of £7,547,000 and £4,070,000 (adjusted for slippage) in 2017/18 and 2018/19.
- Other budgeted unsupported borrowing of £1,658,000 in 2017/18 including £506,000 for the Solar Farm and £550,000 for carparks. And in 2018/19, £2,283,000 for the Abergavenny Community Hub and £1,400,000 for the refurbishment of J block at County Hall, Usk
- £2,402,000 of supported borrowing in 2017/18 and £2,410,000 in 2018/19 to 2021/22 which assists in financing the core capital programme and is funded through Revenue Support grant from the Welsh Government.

Capital Expenditure

The actual capital expenditure and financing (excluding vehicle leasing) that was incurred in 2016/17 and the estimates of capital expenditure and financing for the current year and future years that are recommended for approval are:

	2016/17 Actual £000	2017/18 Estimate £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000	2021/22 Estimate £000
Capital Expenditure	41,684	48,645	28,805	6,623	5,863	6,120

The estimate of capital expenditure for the 2017/18 and 2018/19 financial years includes allowance for estimated slippage of expenditure from the 2017/18 capital programme.

As stated in the Capital programme budget proposals the medium term programme has been drafted, and a programme constructed for the next four years. There will be opportunity for the programme to be reviewed annually.

Ratio of financing costs to net revenue stream

Estimates of the ratio of financing costs to net revenue stream for the current and future years, and the actual figures for 2014/15 are:

	2016/17 Actual %	2017/18 Estimate %	2018/19 Estimate %	2019/20 Estimate %	2020/21 Estimate %	2021/22 Estimate %
Ratio of financing costs to net revenue stream	4.33	4.79	5.18	5.13	5.19	5.10

The estimates of financing costs include current commitments and the proposals in this budget report and are based on the actual and anticipated borrowing, net of investments.

Capital Financing Requirement

Estimates of the end of year Capital Financing Requirement for the Authority for the current and future years and the actual Capital Financing Requirement at 31 March 2017 are:

	2016/17 Actual £000	2017/18 Estimate £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000	2021/22 Estimate £000
Capital Financing Requirement	134,588	143,219	155,484	159,345	157,820	156,553

The Capital Financing Requirement measures the authority's underlying need to borrow for capital purposes. In accordance with best professional practice, Monmouthshire County Council does not associate borrowing with particular items or types of expenditure, other than under its current policy for determining its Minimum Revenue Provision. The authority has an integrated treasury management strategy (last approved on 9th March 2017 by Council) and has adopted the CIPFA Code of Practice for Treasury Management in the Public Services.

The Council manages its treasury position in terms of its borrowings and investments in accordance with its approved treasury management strategy and practices. In day-to-day cash management, no distinction can be drawn between revenue and capital cash. External borrowing arises as a consequence of all the financial transactions of the authority and not simply those arising from capital spending. In contrast, the Capital Financing Requirement reflects the authority's underlying need to borrow for a capital purpose.

CIPFA's Prudential Code for Capital Finance in Local Authorities includes a key indicator of prudence where Gross External Borrowing does not, except in the short term exceed the total of Capital Financing Requirement. This is the case for the preceding year plus the estimates of any Capital Financing Requirement for the current and next two financial years.

Net external borrowing is the borrowing budgeted to finance the capital programme (Gross External borrowing) offset by the levels of cash and investments.

	2016/17 Actual £000	2017/18 Estimate £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000	2021/22 Estimate £000
Net External borrowing	84,904	119,597	135,110	133,207	127,449	127,081
Gross External borrowing	89,329	125,305	140,289	139,046	132,897	133,090
Capital Financing Requirement	134,588	143,219	155,484	159,345	157,820	156,553

The Head of Finance, as the Authority's S151 officer, reports that the Authority had no difficulty meeting this requirement in 2016/17, nor are any difficulties envisaged for the current or future years. This view takes into account current commitments, existing plans, and the proposals in this budget report.

Authorised Limit for External Borrowing

In respect of external debt, it is recommended that the Council approves the following Authorised Limit for its total external debt gross of investments for the next four financial years.

	2016/17 Actual £000	2017/18 Estimate £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000	2020/21 Estimate £000
Borrowing	123,529	170,917	191,489	190,246	184,097	184,290
Other long term liabilities	2,707	2,543	2,843	2,643	2,443	2,368
Total	126,236	173,460	194,332	192,889	186,540	186,658

These limits separately identify borrowing from other long-term liabilities. The Council is asked to approve these limits and to delegate authority to the Head of Finance, within the total limit for any year, to effect movement between the separately agreed limits of borrowing and other long-term liabilities, in accordance with option appraisal and best value for money for the authority. Any such changes made will be reported to the Audit Committee or Council at the next opportunity following the change.

These limits are consistent with the authority's current commitments, existing plans and draft budget proposals for capital expenditure and financing, and with its approved treasury management policy statement and practices. They are based on the estimate of the most likely, prudent but not worse case scenario, with sufficient headroom over and above this to allow for operational management, for example unusual cash movements.

Operational Boundary for External Debt

The Council is also asked to approve the following Operational Boundary for external debt for the same period.

	2016/17 Actual £000	2017/18 Estimate £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000	2021/22 Estimate £000
Borrowing	103,329	140,717	161,289	160,046	153,897	154,090
Other long term	1,207	1,043	1,343	1,143	943	868

liabilities						
	104,536	141,760	162,632	161,189	154,840	154,958

The proposed Operational Boundary for external debt is based on the same estimates as the Authorised Limit but reflects the estimate of the most likely, prudent but not worst case scenario, without the additional headroom included within the Authorised Limit to allow, for example, for unusual cash movements and equates to the maximum of external debt projected by this estimate.

The Operational Boundary represents a key management tool for in-year monitoring by the Head of Finance. Within the Operational Boundary, figures for borrowing and other long-term liabilities are separately identified. The Council is asked to delegate authority to the Head of Finance, within the total Operational Boundary for any individual year, to effect movement between the separately agreed figures for borrowing and other long term liabilities, in a similar fashion to the Authorised Limit. Any such changes will be reported to the Audit Committee or Council at the next opportunity following the change.

The Council's actual external debt at 31 March 2017 was £90.5 million, comprising £89.3 million borrowing and £1.2 million other long-term liabilities. It should be noted that the actual external debt is not directly comparable to the Authorised Limit and Operational Boundary, since the actual external debt reflects the position at one point in time.

In taking its decisions on the 2018/19 budget report, the Council is asked to note that the Authorised Limit determined for 2018/19 would be the statutory limit determined under section 3(1) of the local Government Act 2003.

Incremental impact of new capital investment decisions on Council Tax

A key measure of affordability is the incremental impact on the Council Tax, and the Council should consider different options for its capital investment programme in relation to their differential impact on the Council Tax.

The incremental impact works on the basis that supported borrowing is funded through Revenue Support Grant. The calculation is therefore determined by establishing the revenue impact of:

- Unsupported borrowing – in terms of interest payments and the statutory Minimum Revenue Provision (MRP)
- Any revenue savings or costs that have been identified and that will result from capital schemes being delivered

The current capital budget proposals, using current information available, would have the following impact:

	2016/17 Actual £ p	2017/18 Estimate £ p	2018/19 Estimate £ p	2019/20 Estimate £ p	2020/21 Estimate £ p	2021/22 Estimate £ p
Effect on Band D Council Tax	40.50	17.19	15.27	3.10	2.46	2.89

The incremental impact is reducing with time as the amount of Capital expenditure on the 21 Century schools is coming to an end.

Joy Robson
Responsible Financial Officer

REPORT

SUBJECT: COUNCIL TAX RESOLUTION 2018/19 and REVENUE AND CAPITAL BUDGETS FOR 2018/19

DIRECTORATE: Resources

MEETING: Council

DATE: 1st March 2018

DIVISION/WARDS AFFECTED: All

1. PURPOSE

- Page 47
- 1.1 The Council is bound by Statute to specific timescales for Council Tax setting and is also required to make certain defined resolutions. The recommendations that form the major part of this report are designed to comply with those Statutory Provisions.
 - 1.2 The recommended resolutions also draw together the Council Tax implications of precepts proposed by the Office of Police and Crime Commissioner for Gwent and Town and Community Councils, thereby enabling the County Council to establish its headline Council Tax levels at the various property bands within each Town or Community area.

2. RECOMMENDATIONS

- 2.1 It is recommended that the revenue and capital estimates for the year 2018/19 as attached in Appendix 1 and 2 be approved.
- 2.2 It is recommended it be noted that, at its meeting on 28th February 2018, Cabinet calculated the amounts set out below for the year 2018/19 in accordance with sections 32 and 33 of the [Local Government Finance Act 1992](#) ("the Act").

For information, sections 32 and 33 of the 1992 Act have been extensively amended by Schedule 12 to the [Local Government \(Wales\) Act 1994](#). Both are further amended by the [Local Authorities \(Alteration of Requisite Calculations\) \(Wales\) Regulations 2002](#) (the "2002 regulations") and The Local Authorities (Alteration of Requisite Calculations) (Wales) Regulations 2013. Section 33 is further amended by the [Local Government Reorganisation \(Calculation of Basic Amount of Council Tax\) \(Wales\) Order 1996](#). All necessary legislative and statutory amendments have been taken into account in calculating the following amounts: -

- (a) 45,887.85 being the amount calculated by the Council, in accordance with Section 33 of the Act and The Regulations (as amended by Regulations 1999 no. 2935), as its Council Tax base for the year;
- (b) Part of the Council's Area, being the amounts calculated by the Council, in accordance with Section 34 of the Act, as the amounts of its Council Tax base for the year for dwellings in those parts of the area to which one or more special items relate:

Community	Council Tax Base for 2018/19	Community	Council Tax Base for 2018/19
Abergavenny	4,872.31	Llanhennock	286.33
Caerwent	1,115.51	Llanover	815.40
Caldicot	3,973.42	Llantillio Croesenny	461.67
Chepstow	5,499.57	Llantillio Pertholey	1,623.77
Crucorney	748.58	Llantrissant Fawr	258.36
Devauden	650.27	Magor with Undy	2,900.56
Goetre Fawr	1,205.49	Mathern	615.73
Grosmont	508.59	Mitchell Troy	745.66
Gwehelog Fawr	299.67	Monmouth	5,168.63
Llanarth	494.12	Portskewett	1,024.05
Llanbadoc	473.66	Raglan	1,088.34
Llanelly Hill	1,983.30	Rogiet	740.30
Llanfoist Fawr	1,985.14	Shirenewton	759.52
Llangattock Vibon Abel	678.18	St.Arvals	468.02
Llangwm	274.42	Tintern	502.73
Llangybi	549.45	Trellech	1,716.19
		Usk	1,400.91
		Total	45,887.85

It is recommended that Council resolves:

- 2.3 That the following amounts be now calculated by the Council for the year 2018/19 in accordance with Sections 32 to 36 of the Act and sections 47 and 49 of the [Local Government Finance Act 1988](#) (as amended):

- (a) £152,920,291 being the aggregate of the amounts the Council estimates for the items set out in Section 32(2) (a) to (d) of the Act less the aggregate of the amounts the Council estimates for the items set out in Section 32 (3) (a) and (c) of the Act calculated by the Council, in accordance with Section 32(4) of the Act, as its budget requirement for the year
- (b) £93,268,176 being the aggregate of the sums which the Council estimates will be payable for the year into its Council fund in respect of redistributed non-domestic rates and revenue support grant in accordance with Section 33 (3)
- (c) £6,000 being the cost to the authority of discretionary non-domestic rate relief anticipated to be granted (under sections 47 and 49 of the [Local Government Finance Act 1988](#) , as amended)
- (d) £1,300.09 being the amount at 2.3(a) and 2.3(c) above less the amount at 2.3(b) above, all divided by the amount at 2.2(a) above, calculated by the Council, in accordance with Section 33(1) of the Act, as the basic amount of its Council Tax for the year
- (e) £2,676,418 being the aggregate amount of all special items referred to in Section 34 of the Act (Town and Community Precepts)
- (f) £1,241.76 being the amount at 2.3(d) above less the result given by dividing the amount at 2.3(e) above by the amount at 2.2(a) above calculated by the Council in accordance with Section 34(2) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of the area to which no special item relates.
- (g) Part of the Council's Area, being the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amounts at 2.2(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of the area to which one or more special items relate:

Community Council	Precept Band D Equivalent £'s	Community Council	Precept Band D Equivalent £'s
Abergavenny	75.30	Llanover	14.10
Caerwent	43.03	Llantillio Croesenny	13.00
Caldicot	91.70	Llantillio Pertholey	29.75
Chepstow	115.11	Llantrissant Fawr	20.13
Crucorney	18.70	Magor with Undy	69.14
Devauden	12.55	Mathern	28.91
Goetre Fawr	25.72	Mitchell Troy	16.09
Grosmont	11.80	Monmouth	67.74
Gwehelog Fawr	15.02	Portskewett	29.30
Llanarth	14.17	Raglan	33.93
Llanbadoc	28.56	Rogiet	62.52
Llanelly Hill	46.45	Shirenewton	27.60
Llanfoist Fawr	32.74	St.Arvals	25.58
Llangattock Vibon Abel	13.71	Tintern	30.04
Llangwm	16.40	Trellech	20.39
Llangybi	18.20	Usk	103.97
Llanhennock	19.56		

- (h) The County Council Area, being the amounts given by multiplying the amount at 2.3(f) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation Band D calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

Council Tax Band	A	B	C	D	E	F	G	H	I
Proportion	6	7	8	9	11	13	15	18	21
Council Tax Charge	827.84	965.81	1,103.79	1,241.76	1,517.71	1,793.65	2,069.60	2,483.52	2,897.44

- (i) Part of the Council's Area, being the amounts given by multiplying the amounts at 2.3(g) and 2.3(h) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation Band D calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands: -

County Council plus Town/Community Council

	A	B	C	D	E	F	G	H	I
Abergavenny	878.04	1,024.38	1,170.72	1,317.06	1,609.74	1,902.42	2,195.10	2,634.12	3,073.14
Caerwent	856.53	999.28	1,142.04	1,284.79	1,570.30	1,855.80	2,141.32	2,569.58	2,997.84
Caldicot	888.97	1,037.13	1,185.30	1,333.46	1,629.79	1,926.11	2,222.43	2,666.92	3,111.41
Chepstow	904.58	1,055.34	1,206.11	1,356.87	1,658.40	1,959.92	2,261.45	2,713.74	3,166.03
Crucorney	840.31	980.35	1,120.41	1,260.46	1,540.57	1,820.66	2,100.77	2,520.92	2,941.07
Devauden	836.21	975.57	1,114.95	1,254.31	1,533.05	1,811.78	2,090.52	2,508.62	2,926.72
Goetre	844.99	985.81	1,126.65	1,267.48	1,549.15	1,830.80	2,112.47	2,534.96	2,957.45
Grosmont	835.71	974.99	1,114.28	1,253.56	1,532.13	1,810.69	2,089.27	2,507.12	2,924.97
Gwehelog	837.85	977.49	1,117.14	1,256.78	1,536.07	1,815.35	2,094.63	2,513.56	2,932.49
Llanarth	837.29	976.83	1,116.39	1,255.93	1,535.03	1,814.12	2,093.22	2,511.86	2,930.50
Llanbadoc	846.88	988.02	1,129.18	1,270.32	1,552.62	1,834.90	2,117.20	2,540.64	2,964.08
Llanelly Hill	858.81	1,001.94	1,145.08	1,288.21	1,574.48	1,860.74	2,147.02	2,576.42	3,005.82
Llanfoist	849.67	991.27	1,132.89	1,274.50	1,557.73	1,840.94	2,124.17	2,549.00	2,973.83
Llangattock V A	836.98	976.47	1,115.98	1,255.47	1,534.47	1,813.45	2,092.45	2,510.94	2,929.43
Llangwm	838.77	978.57	1,118.37	1,258.16	1,537.75	1,817.34	2,096.93	2,516.32	2,935.71
Llangybi	839.97	979.97	1,119.97	1,259.96	1,539.95	1,819.94	2,099.93	2,519.92	2,939.91
Llanhennock	840.88	981.02	1,121.18	1,261.32	1,541.62	1,821.90	2,102.20	2,522.64	2,943.08
Llanover	837.24	976.78	1,116.32	1,255.86	1,534.94	1,814.02	2,093.10	2,511.72	2,930.34
Llantillio Croess	836.51	975.92	1,115.35	1,254.76	1,533.60	1,812.43	2,091.27	2,509.52	2,927.77

Llantillio Pertholey	847.67	988.95	1,130.23	1,271.51	1,554.07	1,836.62	2,119.18	2,543.02	2,966.86
Llantrissant	841.26	981.47	1,121.68	1,261.89	1,542.31	1,822.73	2,103.15	2,523.78	2,944.41
Magor with Undy	873.93	1,019.59	1,165.25	1,310.90	1,602.21	1,893.52	2,184.83	2,621.80	3,058.77
Mathern	847.11	988.30	1,129.49	1,270.67	1,553.04	1,835.41	2,117.78	2,541.34	2,964.90
Mitchell Troy	838.57	978.32	1,118.09	1,257.85	1,537.38	1,816.89	2,096.42	2,515.70	2,934.98
Monmouth	873.00	1,018.50	1,164.00	1,309.50	1,600.50	1,891.50	2,182.50	2,619.00	3,055.50
Portskewett	847.37	988.60	1,129.83	1,271.06	1,553.52	1,835.97	2,118.43	2,542.12	2,965.81
Raglan	850.46	992.20	1,133.95	1,275.69	1,559.18	1,842.66	2,126.15	2,551.38	2,976.61
Rogiet	869.52	1,014.44	1,159.36	1,304.28	1,594.12	1,883.96	2,173.80	2,608.56	3,043.32
Shirenewton	846.24	987.28	1,128.32	1,269.36	1,551.44	1,833.52	2,115.60	2,538.72	2,961.84
St. Arvans	844.89	985.71	1,126.53	1,267.34	1,548.97	1,830.60	2,112.23	2,534.68	2,957.13
Tintern	847.87	989.17	1,130.49	1,271.80	1,554.43	1,837.04	2,119.67	2,543.60	2,967.53
Trelech	841.43	981.67	1,121.91	1,262.15	1,542.63	1,823.10	2,103.58	2,524.30	2,945.02
Usk	897.15	1,046.68	1,196.21	1,345.73	1,644.78	1,943.83	2,242.88	2,691.46	3,140.04

- 2.4 That it be noted for the year 2018/19 that the Office of Police and Crime Commissioner for Gwent has proposed, pending conclusion of the full scrutiny process, the following amounts in precepts issued to the Council, in accordance with Section 40 of the Act, for each of the dwellings shown above: -

Council Tax Band	A	B	C	D	E	F	G	H	I
Proportion	6	7	8	9	11	13	15	18	21
Council Tax Charge	159.23	185.76	212.30	238.84	291.92	344.99	398.07	477.68	557.29

- 2.5 That, having calculated the aggregate in each case of the amounts at 2.3(i) and 2.4 above, the Council, in accordance with Section 30(2) of the Act, hereby sets the following amounts as the amounts of Council Tax for the year 2018/19 for each of the categories of dwellings shown below: -

County Council plus Town/Community Council plus Police and Crime Commissioner

	A	B	C	D	E	F	G	H	I
Abergavenny	1,037.27	1,210.14	1,383.02	1,555.90	1,901.66	2,247.41	2,593.17	3,111.80	3,630.43
Caerwent	1,015.76	1,185.04	1,354.34	1,523.63	1,862.22	2,200.79	2,539.39	3,047.26	3,555.13
Caldicot	1,048.20	1,222.89	1,397.60	1,572.30	1,921.71	2,271.10	2,620.50	3,144.60	3,668.70
Chepstow	1,063.81	1,241.10	1,418.41	1,595.71	1,950.32	2,304.91	2,659.52	3,191.42	3,723.32
Crucorney	999.54	1,166.11	1,332.71	1,499.30	1,832.49	2,165.65	2,498.84	2,998.60	3,498.36
Devauden	995.44	1,161.33	1,327.25	1,493.15	1,824.97	2,156.77	2,488.59	2,986.30	3,484.01
Goetre	1,004.22	1,171.57	1,338.95	1,506.32	1,841.07	2,175.79	2,510.54	3,012.64	3,514.74
Grosmont	994.94	1,160.75	1,326.58	1,492.40	1,824.05	2,155.68	2,487.34	2,984.80	3,482.26
Gwehelog	997.08	1,163.25	1,329.44	1,495.62	1,827.99	2,160.34	2,492.70	2,991.24	3,489.78
Llanarth	996.52	1,162.59	1,328.69	1,494.77	1,826.95	2,159.11	2,491.29	2,989.54	3,487.79
Llanbadoc	1,006.11	1,173.78	1,341.48	1,509.16	1,844.54	2,179.89	2,515.27	3,018.32	3,521.37
Llanelly Hill	1,018.04	1,187.70	1,357.38	1,527.05	1,866.40	2,205.73	2,545.09	3,054.10	3,563.11

Llanfoist	1,008.90	1,177.03	1,345.19	1,513.34	1,849.65	2,185.93	2,522.24	3,026.68	3,531.12
Llangattock V A	996.21	1,162.23	1,328.28	1,494.31	1,826.39	2,158.44	2,490.52	2,988.62	3,486.72
Llangwm	998.00	1,164.33	1,330.67	1,497.00	1,829.67	2,162.33	2,495.00	2,994.00	3,493.00
Llangybi	999.20	1,165.73	1,332.27	1,498.80	1,831.87	2,164.93	2,498.00	2,997.60	3,497.20
Llanhennock	1,000.11	1,166.78	1,333.48	1,500.16	1,833.54	2,166.89	2,500.27	3,000.32	3,500.37
Llanover	996.47	1,162.54	1,328.62	1,494.70	1,826.86	2,159.01	2,491.17	2,989.40	3,487.63
Llantillio Croess	995.74	1,161.68	1,327.65	1,493.60	1,825.52	2,157.42	2,489.34	2,987.20	3,485.06
Llantillio Pertholey	1,006.90	1,174.71	1,342.53	1,510.35	1,845.99	2,181.61	2,517.25	3,020.70	3,524.15
Llantrissant	1,000.49	1,167.23	1,333.98	1,500.73	1,834.23	2,167.72	2,501.22	3,001.46	3,501.70
Magor with Undy	1,033.16	1,205.35	1,377.55	1,549.74	1,894.13	2,238.51	2,582.90	3,099.48	3,616.06
Mathern	1,006.34	1,174.06	1,341.79	1,509.51	1,844.96	2,180.40	2,515.85	3,019.02	3,522.19
Mitchell Troy	997.80	1,164.08	1,330.39	1,496.69	1,829.30	2,161.88	2,494.49	2,993.38	3,492.27
Monmouth	1,032.23	1,204.26	1,376.30	1,548.34	1,892.42	2,236.49	2,580.57	3,096.68	3,612.79
Portskewett	1,006.60	1,174.36	1,342.13	1,509.90	1,845.44	2,180.96	2,516.50	3,019.80	3,523.10
Raglan	1,009.69	1,177.96	1,346.25	1,514.53	1,851.10	2,187.65	2,524.22	3,029.06	3,533.90
Rogiet	1,028.75	1,200.20	1,371.66	1,543.12	1,886.04	2,228.95	2,571.87	3,086.24	3,600.61
Shirenewton	1,005.47	1,173.04	1,340.62	1,508.20	1,843.36	2,178.51	2,513.67	3,016.40	3,519.13
St. Arvans	1,004.12	1,171.47	1,338.83	1,506.18	1,840.89	2,175.59	2,510.30	3,012.36	3,514.42
Tintern	1,007.10	1,174.93	1,342.79	1,510.64	1,846.35	2,182.03	2,517.74	3,021.28	3,524.82
Trelech	1,000.66	1,167.43	1,334.21	1,500.99	1,834.55	2,168.09	2,501.65	3,001.98	3,502.31
Usk	1,056.38	1,232.44	1,408.51	1,584.57	1,936.70	2,288.82	2,640.95	3,169.14	3,697.33

2.6 That Mrs J. Robson, Mr M. Howcroft, Miss R. Donovan, Mrs. S. Deacy, Mrs. W. Woods and Mrs. S. Knight be authorised under Section 223 of the Local Government Act 1972 to prosecute and appear on behalf of Monmouthshire County Council in proceedings before a Magistrates Court for the purpose of applying for Liability Orders in respect of Council Tax and Non-Domestic Rates.

3. KEY ISSUES

- 3.1 The final revenue and capital budgets for 2018/19 are to be considered by Cabinet on 28th February 2018. This report is prepared on the basis of the information provided to that Cabinet.
- 3.2 Statute requires that Council makes appropriate recommendations to prescribed timescales for setting the Council Tax payable for the coming financial year. The Council must also account for precepts made upon it by the Office of Police and Crime Commissioner for Gwent and by Town and Community Councils. Recommendation 2.5 discharges these obligations.
- 3.3 The Council is also required to authorise officers to undertake advance recovery action through the Courts where necessary. The authorising recommendation appears at 2.6 above.

4. OPTIONS APPRAISAL

Not applicable as this is a statutory report

EVALUATION CRITERIA

Not applicable

6. REASONS

- 6.1 To approve the summary revenue and capital budget for 2018/19.
- 6.2 To set the Council Tax for the 2018/19 financial year.
- 6.3 To discharge the Responsible Financial Officer's responsibilities under the Local Government Act 2003.

7. RESOURCE IMPLICATIONS:

As identified in the report.

8. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING):

8.1 The equality and sustainability considerations on the budget proposals have been identified throughout the budget process and were taken into account by Cabinet when approving the budget on 28th February 2018. The relevant information is contained in the papers for the Final Budget proposals for the 2018/19 Revenue and Capital Budget.

8.2 There are no safeguarding and corporate parenting implications associated with this report.

9. **CONSULTEES:**

This report arises from Councils approval of the 2018/19 budget proposals and contains the statutory decisions in relation to setting council tax for 2018/19. The budget has undergone considerable consultation to arrive at the recommendations today.

10. **BACKGROUND PAPERS:**

Revenue and Capital Budget 2018/19 - Final proposals following public consultation: Cabinet 28th February 2018

11. **AUTHORS:**

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12. **CONTACT DETAILS:**

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APPENDICES

Appendix 1 – Summary Revenue Budget 2018-19 and 2019-20 onwards indications

Appendix 2 – Summary Capital Budget 2018-19 and 2019-20 onwards indications

Appendix I – Revenue Budget Summary

Services	Indicative Base 2018/19 £000	Indicative Base 2019/20 £000	Indicative Base 2020/21 £000	Indicative Base 2021/22 £000
Children & Young People	50,164	50,355	50,505	50,657
Social Care & Housing	45,344	46,012	47,033	47,230
Enterprise	11,013	10,527	10,585	10,662
Resources	7,206	7,215	7,284	7,353
Chief Executive's Unit	15,415	15,309	15,712	15,853
Corporate Costs & Levies	22,028	24,383	26,934	29,453
Sub Total	151,170	153,801	158,054	161,209
Transfers to reserves	224	434	53	53
Transfers from reserves	(1,363)	(127)	(96)	(188)
Treasury	7,782	7,755	7,868	7,782
Appropriations Total	6,643	8,062	7,825	7,647
Total Expenditure Budget	157,812	161,863	165,879	168,856
Aggregate External Financing (AEF)	(93,268)	(91,589)	(89,941)	(88,322)
Council Tax (MCC)	(50,907)	(52,887)	(54,944)	(57,083)
Council Tax (Gwent Police)	(10,960)	(11,157)	(11,358)	(11,562)
Council Tax (Community Councils)	(2,676)	(2,676)	(2,676)	(2,676)
Contribution to/(from) Council Fund	0	0	0	0
Sub Total Financing	(157,812)	(158,310)	(158,920)	(159,644)
(Headroom)/Shortfall	(0)	3,553	6,959	9,212

2018-19 Reconciliation through Budget Process

Appendix I - Revenue Budget Summary 2018/19

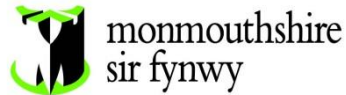
	November 2017 Cabinet proposals							Final Settlement Changes		Full Cost MTFP Base Budget Adjustments	February 2018 Cabinet and Final budget recommendations to Council			
	Indicative Base Budget 2017/18	Proposed savings	Identified Pressures	Council Tax Income	Reported Budget Position 2017/18	Adjustments to savings by Cabinet	Revised Budget	Adjustment to AEF	Settlement pressures / adjustments		Changes to Pressures	Changes to Savings	Final amendments	Final budget recommended
Net Expenditure Budgets														
Children and Young People Core	3,336	-455	121		3,002	179	3,181		0	-279	290	-74		3,118
Gross Expenditure Schools (ISB)	46,545	-32	554		47,067		47,067				227	-249		47,045
Social Care and Health	44,423	-751	1,108		44,780		44,780		200	5	534	-174		45,344
Enterprise	9,460	0	499		9,959		9,959		0	1,043	98	-242	155	11,013
Resources	7,821	-376	161		7,606		7,606		0	-190	185	-396		7,205
Chief Executive's unit	16,973	-565	133		16,541	60	16,601		0	-1,093	449	-791	249	15,415
Corporate Costs & Levies	19,730	0	877		20,607		20,607		0	202	249	0	970	22,028
Sub Total	148,287	-2,179	3,453	0	149,561	239	149,800	0	200	-312	2,032	-1,926	1,374	151,168
Appropriations	8,088	-296			7,792		7,792				90	-100	1	7,783
Contributions to Earmarked reserves	201				201		201			23				224
Contributions from Earmarked reserves	-1,009				-1,009		(1,009)			50			-404	-1,363
Total Net Proposed Budget	155,567	-2,475	3,453	0	156,545	239	156,784	0	200	-239	2,122	-2,026	971	157,812
Funding Budgets														
Aggregate External Financing (AEF)	-93,000				-93,000		(93,000)		-269					-93,269
Council Tax (MCC)	-50,107			-530	-50,637		(50,637)					-270		-50,907
Council Tax (Gwent Police)	-10,186				-10,186		(10,186)						-774	-10,960
Council Tax (Community Councils)	-2,480				-2,480		(2,480)						-196	-2,676
Total Funding	-155,773	0	0	-530	-156,303	0	-156,303	0	-269	0	0	-270	-970	-157,812
Headroom/-shortfall	-205	-2,475	3,453	-530	243	240	482	0	-69	-239	2,122	-2,296	1	0

	Council Tax 2017/18			2018/19 tax base		Council Tax 2018/19	%age increase
Council tax recommendations	1,183.19			45,887.85		1,241.76	4.95%

Appendix 2 Capital Budget Summary

Capital Budget Summary 2018 to 2022

	New Budget 2018/19	Indicative Budget 2019/20	Indicative Budget 2020/21	Indicative Budget 2021/22
Asset Management Schemes	5,212,277	1,929,277	1,929,277	1,929,277
School Development Schemes	13,671,989	800,000	50,000	50,000
Infrastructure & Transport Schemes	2,240,740	2,240,740	2,240,740	2,240,740
Regeneration Schemes	209,237	482,000	472,000	729,000
County Farms Schemes	300,773	300,773	300,773	300,773
Inclusion Schemes	1,150,000	850,000	850,000	850,000
ICT Schemes	0	0	0	0
Vehicles Leasing	1,500,000	1,500,000	1,500,000	1,500,000
Other Schemes	20,000	20,000	20,000	20,000
TOTAL EXPENDITURE	24,305,016	8,122,790	7,362,790	7,619,790
Supported Borrowing	(2,410,000)	(2,410,000)	(2,410,000)	(2,410,000)
Unsupported (Prudential) Borrowing	(9,136,161)	(1,857,000)	(1,472,000)	(1,729,000)
Grants & Contributions	(5,082,085)	(1,842,000)	(1,467,000)	(1,467,000)
Reserve & Revenue Contributions	(4,999)	(4,999)	(4,999)	(4,999)
Capital Receipts	(6,171,771)	(508,791)	(508,791)	(508,791)
Vehicle Lease Financing	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
TOTAL FUNDING	(24,305,016)	(8,122,790)	(7,362,790)	(7,619,790)
(SURPLUS) / DEFICIT	0	0	0	0



SUBJECT: Well-being Plan and Area Plan

MEETING: COUNTY COUNCIL

DATE: 1 March 2018

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To ensure that members understand the challenges facing the county and the steps being taken collaboratively by public services to address these and to consider and approve the Public Service Board's Well-being Plan ahead of publication.
- 1.2 To provide Council with the opportunity to consider the draft regional Area Plan required under the Social Services and Well-being Act.

2. RECOMMENDATIONS:

- 2.1 That Council approve the Well-being Plan, and supporting Annex, ahead of approval by the Public Service Board.
- 2.2 That Council endorse the Area Plan which will become the strategic context around which future proposals on social care will be based.

3. KEY ISSUES:

- 3.1 Monmouthshire is facing some pretty challenges including demographic change, climate change and adapting to the potential of new technology. Our current way of delivering public services will need to change if we are to address these issues head-on and maximise well-being for current and future generations.
- 3.2 There are clear synergies between the Well-being of Future Generations Act and the Social Services and Well-being Act such as the focus on earlier intervention, prevention and taking a collaborative approach. There is clear alignment between the two plans before members today for example the well-being objective of *giving people the best possible start in life* links to the outcome in the Area Plan on improving outcomes for children and young people through earlier intervention, community based support and placements

closer to home. More detail on alignment has been seen in annex one of the Area Plan.

Well-being Plan

- 3.3 The Well-being of Future Generations Act aims to ensure that public bodies think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The Public Service Board is a collaboration of public and voluntary sector services in the county. The Board must prepare and publish a local well-being plan setting out its local objectives and the steps it proposes to take to meet them. This needs to be published no later than one year after the last county council election.
- 3.4 The plan sets out a clear purpose of *building sustainable and resilient communities* which is shared by public services in the county and describes how the Public Service Board will improve the economic, social, environmental and cultural well-being of the county by setting local objectives which maximise its contribution to the seven national well-being goals. The plan consists of objectives and the steps to meet those objectives.
- 3.5 The PSB agreed four draft well-being objectives at its meeting in July 2017 following scrutiny by the PSB Select Committee. These are based on the [well-being assessment](#). The draft objectives were then subject to a fourteen week statutory consultation period with the Future Generations Commissioner and a Well-being Plan developed to put in place the steps necessary to deliver the objectives. The process used to move from the Well-being Assessment to Well-being Plan was scrutinised by the committee in October 2017 and the draft plan was subsequently endorsed by the PSB prior to a statutory 12 week consultation period which ended on the 8th February.
- 3.6 The statutory guidance underpinning the Act specified that before the plan can be published it has to be approved by the statutory members of the board. Where the local authority is operating executive arrangements the local well-being plan must be approved by full Council.
- 3.7 The complex nature of the challenges raised in the well-being assessment means that there are few off-the-shelf solutions that can be applied. If these challenges could be addressed easily then they would probably not have arisen in the assessment. The PSB is here to address these complex issues and to convene the experts around the issues that cannot be solved by a single public body acting in isolation. Many of the steps will be about exploration and identifying what works. Consequently the document does not contain a detailed action plan. This will be developed alongside the Well-being Plan but will not form part of it.
- 3.8 Throughout the development of the assessment and plan the work of the PSB has been scrutinised by the Public Service Board Select Committee. They will continue to hold the PSB and its constituent partners to account throughout the delivery period. The authority has adopted its own well-being

objectives that will take forward its commitment to the aspirations described in the plan and these are embedded within the Corporate Plan which was approved at Council on 15th February 2018.

Social Care and Health Area Plan

- 3.9 The Social Services and Well-being Act requires that local authorities and local health boards jointly carry out an assessment of the needs for care and support in relation to the Gwent region's population. The Gwent regional population needs assessment report was agreed and published on 1st April 2017. Following the publication of the regional assessment each local authority and health board are required to prepare and publish an Area Plan setting out the range and level of services they propose to provide in response to the assessment. Area plans must include the specific services planned in response to each core theme identified in the population assessment.
- 3.10 The first area plans must be published by 1 April 2018 and there are close links between the Area Plan and the Well-being Plan. Although the definition of wellbeing is slightly different in each Act, there are synergies from linking the plans. Local officers have been working closely to avoid duplication and to optimise joint working.
- 3.11 The final Area Plan will inform regional working in relation to people requiring care and support and will support the delivery of local services. Priorities have been established around the following specific core themes: children and young people; older people; health / physical disabilities; learning disability/ autism; mental health; sensory impairment; carers who need support; and violence against women, domestic abuse and sexual violence.

4. OPTIONS APPRAISAL

- 4.1 Each of the steps in the well-being plan have been considered by partners. At this stage the steps identified remain very broad and the assessment of how they are to be achieved will be subject to further consideration by partners. Each new proposal brought forward to deliver against these objectives that has implications for the council will be subject to an individual decision in accordance with the constitution.

5. EVALUATION CRITERIA

- 5.1 The Plan contains four well-being objectives that will be measured over time. These are: Provide children and young people with the best possible start in life; Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change; Respond to the challenges associated with demographic change and Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.

- 5.2 The performance measures relating to each of these will be developed alongside the steps shown on pages 19 onwards. There are also 46 national well-being measures that will be used to assess progress over time. The most relevant of these are shown on pages 32 - 33 of the plan. The PSB has partnered with other boards in south east Wales to assess well-being at a community level through the *Happy Communities* pulse and index. Subject to a successful pilot this will provide a baseline against which well-being can be tracked to assess the impact of the objectives and steps within the plan. The work has been funded through a grant from Welsh Government.
- 5.3 The actions will be monitored throughout the delivery by the Programme Board, which is a sub-group of the Public Service Board. The PSB Select Committee will also have the opportunity to scrutinise progress throughout the lifetime of the plan. Headline quantitative measures and progress updates will be reported to the committee. A full evaluation of progress will be produced annually for scrutiny.

6. REASONS:

- 6.1 To set a clear purpose and objectives that public services will collaborate on to achieve economic, social, environmental and cultural well-being in Monmouthshire.
- 6.2 To ensure that the plan is approved by the statutory members of the PSB, prior to publication, in-line with the Statutory Guidance underpinning the Well-being of Future Generations Act.

7. RESOURCE IMPLICATIONS:

- 7.1 The objectives within the well-being plan are the collective responsibility of the members of the PSB. The council has adopted its own well-being objectives and these are embedded within the Corporate Plan that was discussed at council in February 2018. At this stage the plan outlines some broad steps that will be worked up into more detailed actions. Those that have a resource implication for the local authority over and above that already agreed by members will be subject to decisions in accordance with the council's constitution at a future date.

8. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING):

- 8.1 A Future Generations Evaluation has been completed and accompanies this report. The plan is future-focused and applies the ways of working outlined in the Well-being of Future Generations Act. This includes taking a long-term view and developing preventative approaches. The Plan details a number of steps that require further development and which will be subject to individual

decisions in accordance with the council's constitution including future generations evaluations where appropriate.

9. CONSULTEES:

Public Services Board Select Committee
SLT
Cabinet
Public consultation
Statutory consultees including the Welsh Government and Future Generations Commissioner

The well-being plan has been developed based on a strong evidence base which included extensive consultation. The plan itself has been subject to a twelve week statutory consultation period and feedback has been received from more than eighty individuals and many partner organisations as well as the Welsh Government and The Future Generations Commissioner. The plan summarises some of the main points and indicates how these have shaped the final iteration of the document.

Extensive consultation on the Population Needs Assessment that underpins the plan was undertaken by regional partners. The Area Plan was out for consultation until 9 February.

10. BACKGROUND PAPERS:

Monmouthshire Well-being Assessment

11. AUTHOR:

Matthew Gatehouse, Head of Policy and Governance
Claire Marchant, Chief Officer – Social Care, Health and Safeguarding

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Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	Well-being Plan
Date decision was made:	1 March 2018
Report Author:	Matthew Gatehouse

What will happen as a result of this decision being approved by Cabinet or Council?

The desired outcome is to provide clarity on the programmes of activity that the PSB will council will deliver over the medium term to long term.

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

The plan describes a clear purpose of building sustainable and resilient communities. Each of the four objectives will be under-pinned by a series of performance measures which have a baseline to enable the Public Service Board, the Programme Board and PSB Select Committee to track progress and determine the success of the plan. There are 46 national outcome measures that will be used alongside local metrics and the authority is also using a well-being index or happiness pulse to track well-being a community level. At time of writing more that 800 Monmouthshire residents have taken the pulse.

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

Each of the objectives in the well-being plan carries resource implications. Different partners will lead of each of the activities and resource commitments are not known at this stage. At this stage there are no specific budget lines attached to actions. This will be established as individual programmes of work are developed and brought forward for decision.

Any other comments



Well-being Area Plan

2018/19



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FOREWORD

To be added

DRAFT

INTRODUCTION

What this draft Area Plan is and what it is not!

- This draft Area Plan sets out the high level outcomes and priorities for **regional working** across health, social care and the third sector.
- It does not contain all priorities as the plan would be too large but focuses on areas of work that are 'larger' than one partner and require **partnership working**
- It focuses on priorities that have been highlighted by **citizens**
- It is a starting point for **formalised** regional working under the Social Services and Well-being Act and aligns to the Well-being objectives in local Well-being Plans, under the Well-being of Future Generations Act
- It also sets out how the **principles of working** under the Social Services and Well-being Act will be delivered especially in relation to integration and preventative working
- It is not a huge collection of detailed actions lifted from partner's work plans as this is duplication; instead the plan will **'signpost'** to other statutory and formalised actions plans where necessary
- It sets out the **success measures** that will ensure **collective accountability and effectiveness** of partnership working under the Regional Partnership Board,
- This Area Plans sets the **framework** for all health and social care partners to work together to a common agenda for now, and in the future.

Developing an integrated system of care and well-being for Gwent

Delivering integrated services, which improve the well-being of the population of Gwent is the shared objective of the Area Plan. This plan establishes our ambition to create a unified vision for the health and social care system which includes third sector partners and is underpinned by quality, improvement and prevention.

The content of the plan is ambitious, and will be challenging in its delivery; it is structured around the 8 core themes from the Population Needs Assessment (PNA) and translates the agreed 'Outcome Priorities' into ambitious programmes of delivery.

Across Gwent, there is already a strong commitment to partnership working to deliver effective health and social care services. We want to enhance the range of integrated services provided closer to home and within the community, and we want to do this in partnership with our communities, our partners in housing and our partners in the voluntary sector. The plan articulates how we intend to do this, and deliver integrated services, which improve the well-being of the population of Gwent over the next three years; it establishes a set of outcomes, measures and milestones and appropriate governance arrangements, to provide assurance to the Regional Partnership Board and Cabinet Secretary.

Partnership Working

The new legislative framework in Wales, requires a step change in the pace of integration, partnership working and collaboration. Whilst many challenges will remain in overcoming organisational boundaries, and cultures, a set of shared working principles in addition to the principles in the Act have been developed, and which provide a foundation for the implementation of the Area Plan. By working in collaboration, with a focus on long term sustainability we will transform services, to provide more care closer to home, improving well-being, and citizen outcomes.

Principles of joint working:

- An integrated approach to planning and service development
- A shared approach to workforce development and sustainability
- Development of shared financial arrangements
- Enabling those with a care and support need to be informed and able to self-manage their care
- A seamless service pathway of care which is truly citizen centred

Strategic Context

The Plan has been written to reflect the national direction of travel established in Welsh Government's 'Prosperity for All' and to translate the requirements of the Social Services and the Well-being (Wales) Act and Well-being of Future Generations (Wales) Act into deliverable, measurable and substantive action. In line with Welsh Government's ambition outlined in 'Prosperity for All' and the new legal framework for well-being, there is a clear expectation of service transformation, to provide more

integrated, sustainable and responsive care and support services. This includes an enhanced focus on prevention, early intervention and providing more care closer to home and the Area Plan is predicated on these services areas.

The Social Services and Wellbeing (Wales) Act provides the new legal framework, for the development of a new statutory partnership landscape, in terms of planning, designing, funding and commissioning integrated services for those people with a care and support need in Gwent. It enables a stronger emphasis to be placed on the development of early intervention and prevention services, and promotes wellbeing as a priority across the public services. Underpinning the plan are the principles of working established in the Wellbeing of Future Generations (Wales) Act, to ensure that in the planning and delivery of services, we are actively considering how the wellbeing of future generations is improved. The emphasis on new models of care, on ICT and on sustainability, reflect in practice the ambitions of the Act.

As the plan has been developed, it has been done so in tandem with the development of the required Public Service Board's (PSBs) Well-being Plans, to ensure duplication is avoided but a clear shared approach to improved well-being is established, to this end we will consider a Memorandum of Understanding between the PSB's and the Regional Partnership Board for Well-being, ensuring our activity is complementary and aligned.

Critically, the plan aligns with the emerging findings from the Parliamentary review of health and social care. The review found that the case for change in the Welsh health and social care system was '*compelling*' with the system needing to adapt to the changing population needs of the future. It found that a '*unified vision for the health and social care system*' was required '*underpinned by quality, improvement and prevention*'. The review places an emphasis on the need to develop new models of care and the plan confidently articulates the intention to develop a range of new models of integrated services, e.g. '*Integrated Wellbeing Networks*', further development of the Neighbourhood Care Networks model – which is unique to Gwent – models of care for children with complex needs, '*Care Closer to Home*' and models of rehabilitation for sensory impairment and whole person model for mental health crisis. In addition, the infrastructure required to deliver the vision is a prominent commitment, with proposals to deliver new urgent care hubs, and primary care health and well-being centres including ones in Newport East and Tredegar by 2021.

Gwent

Gwent, has a varied demography which presents a unique set of challenges in delivering both a sustainable and consistent offer of care. The provision of care and support in the county is provided by one health board, Aneurin Bevan University Health Board (ABUHB), but the social care element is met by five local authorities. Each borough has its own challenges however, at a strategic level, they can be summarised as:

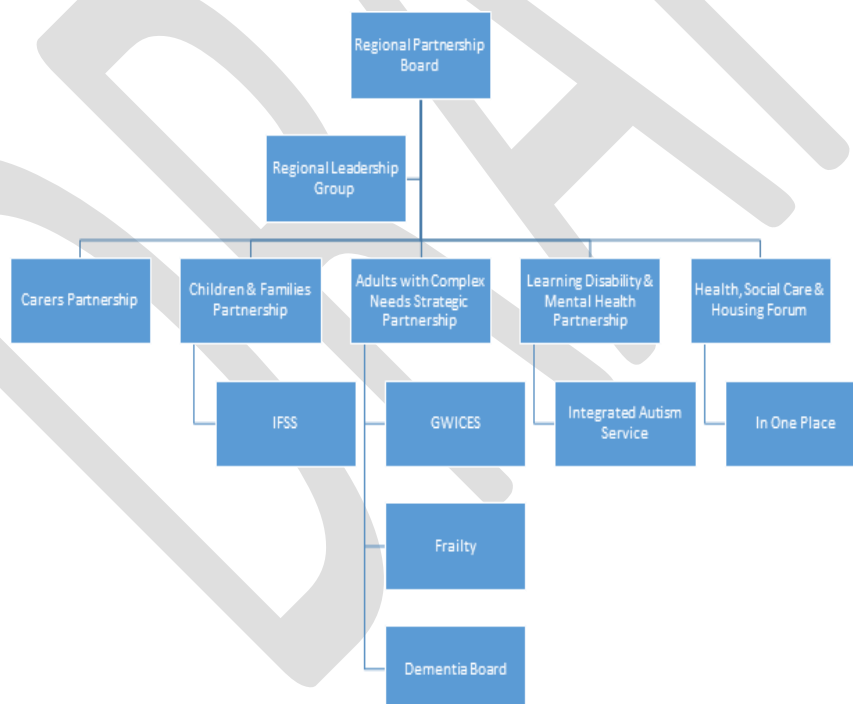
- Blaenau Gwent, Caerphilly and Torfaen – deprived areas with high levels of child poverty, poor health and unemployment
- Monmouthshire – affluent, increasing very elderly population, very rural

- Newport – pockets of deprivation, high concentration of multi-cultural citizens, high demand on public services

With a population of 601,000 by 2036, the Area Plan has focused on responding to the areas that matter most to our local population, as derived from the PNA, and which the evidence tells us will be areas of increased complexity and demand. This includes providing an integrated system of health and social care services for the over 65's population, which is predicted to increase to every 1 in four people, and for the over 85 population, where the increase is predicted to spike by 147%. In addition there are high levels of poverty and economic deprivation, which result in a particular challenge for the prevention and early intervention agenda, and a need to enhance community based universal support through the development of more integrated working with local government, and a shared emphasis on developing new models of care and support. Some transformative models are now embedding, including Neighbourhood Care Networks (NCN'S) and from 2017, the Care Closer to Home strategy.

Governance & Assurance

The aspirations encapsulated within this plan are ambitious, and for a step change in the pace of collaboration, of partnership working and service transformation. It is therefore crucial that there is effective governance and assurance mechanisms in place through the Regional Partnership structure.



Enablers

To deliver the ambition established within this Area Plan for Gwent, there are significant areas of challenge which must be overcome, to ensure ambition can be translated into reality. Whilst these are dealt with through the specific partnerships as overarching themes, it is prudent to identify them at the front of the plan.

A) Information Technology

There must be a strong emphasis on the ability of IT to help develop enhanced services including through the implementation of DEWIS, my health online, SMS reminder services, telehealth, telecare, the implementation of WCCIS, development of mobile working for professionals and ambulatory diagnostics. The WCCIS programme will deliver service redesign for care across health and social care. Mobility is being tested out as readiness to WCCIS, as part of patient flow evaluation and with corporate departments in the AGILE programme. A business case is being developed, this deliverable will be updated once the business case is complete. In addition Telehealth Pilots will be delivered for out of hours Care Homes, Prisons and Tele-swallowing (speech & language therapy). The pilots will provide the learning for scaling up delivery and support of telehealth solutions.

B) Integrated financial systems and incentives

The development of a statutory regional board, will enable funding decisions to be made strategically and in partnership, for health and social care services, where partnership activity is required. Continued austerity has presented challenges for both local authorities and health boards in managing demand, whilst investing in new services. In line with the spirit of the legislation pooled budget arrangements, will be a valuable tool for some services areas, where we can align financial resources with outcomes, to create value for the whole system. But this remains an area of significant challenge, with governance arrangements and different organisational boundaries. As part of the delivery of the plan work will continue to consider how across Gwent, resources can be better aligned physically, and virtually to allow for mechanisms to allow resources to flow across organisational boundaries to achieve change.

C) Workforce

Ensuring there is a strong and sustainable workforce across health and social care is imperative, and that the spirit of the Act is translated into regional shared organisational development programmes. This is why in Gwent we have established a regional workforce development Board, the Board will work in partnership with the four strategic partnerships to ensure that workforce development needs, recruitment and retention remain prevalent. Critical challenges will be around the domiciliary care workforce and the establishment of 'integrated multi-disciplinary community teams'.

D) Housing

Developing new models of care for vulnerable and older adults with complex needs is a critical need, it will ensure people are supported to remain in their homes, which are developed to accommodate the specific needs of an ageing population. The Health, social care and Housing forum, have developed a programme of work which will provide leadership and strategic direction from which to develop new service specifications, and the development of an older peoples housing needs assessment tool is a key step forward.

E) Estates Infrastructure

There is a need for appropriate, effective and modernised capital infrastructure across

Gwent, in order to deliver the services described in the plan. Both primary care services and adult social care provision present significant challenges, alongside questions on future viability. Whilst Integrated Care Funding has provided resources, alongside local projects this area remains one where considerable and focused activity is required. Integrated capital planning and making better use of the public sector estate are necessary, and these are shared issues that will be taken forward in partnership with Public Service Boards.

ABUHB Clinical Futures: An integrated system of health, care and well-being (including 'Care Closer to Home' and Neighbourhood Care Networks)

ABUHB's ambition is to create a new system of primary, community care and well-being across Gwent, in partnership with local government and the third sector. They aim for people to be able to access the care they need in their own community and homes, improving independence and wellbeing, and avoiding the need for unnecessary hospital admission. To do this they will require a radical transformation of services, and the development of new models of care, based in the community. ABUHB's vision is to create a system of primary, community and well-being services, based around the Neighbourhood Care Network (NCN) footprint, where there is a consistent regional service offer, and effective locality based multi-disciplinary teams. A framework has been developed to set out a vision, with a 5 year programme plan developed from 2018/19 to deliver change. The four stages are:

1. Keeping people healthy and well
2. Self-care
3. Primary Care and NCN Team
4. NCN Hub with specialist and enhanced services

ABUHB we will draw on the findings of the Parliamentary review, recognising their expectations of a community focused, seamless service. Integrated commissioning, and a clear set of service principles will underpin the development of a consistent NCN model

- Establishing a Gwent wide unified vision for health and social care
- Increasing the pace of transformative change and integration
- Developing new models underpinned by the principles of prudent healthcare and the Social Services and wellbeing Act

The system is predicated on the shared agreement by both Health and Local Government to provide more care closer to home, to reduce a reliance on primary care services, and prevent unnecessary hospital admissions. The system will build on the existing innovation across Gwent, and use the NCN footprint, as the basis from which services will be planned and delivered, around a model of community well-being. To drive action, a set of 10 high impact actions will be adopted to drive forward change, and which are focused on partnership working, the development of more productive flows, and the creation of a standard model of multi-disciplinary teams. Taken together, these principles can be translated into high impact actions including:

1. The development of a new model of integrated care predicated on improved well-being, based on an NCN/IWN footprint

2. The development of active signposting through Information Advice and Assistance (DEWIS) to empower citizens to make informed choices about their healthcare needs and actions
3. Greater partnership working to deliver a consistent specification for NCN's across organisational boundaries to provide a seamless pathway to accessible local community services
4. Developing an appropriate skills mix within a modernised and more integrated workforce, aligned to the population needs assessments
5. Enhancing self-care through social prescribing, and new consultation methods in line with the principles of prudent health care.
6. Further pathways establishing secondary care and primary care responsibilities and enhancing the leadership of Primary Care, Particularly for chronic conditions.

Proposed Outcomes for ABUHB Integrated System

- People are identified early if they need care or support and they are prevented from ill health or decline in wellbeing wherever possible
- Improved community to capacity to support improved health behaviours
- Reduced unnecessary hospital admissions through the provision of integrated community capacity, that is responsive and accessible
- A seamless pathway of care for patients, by integrating social services, health and third sector provision at a local level
- Improving the sharing of information across health and social care

What is the purpose of the plan?

The purpose of the Area Plan is to turn 'priorities into action'

Population Needs Assessment

The Social Services and Well-being (Wales) Act 2014 introduced a duty on local authorities and local health boards to prepare and publish a Population Needs Assessment (PNA) of the needs of people requiring care and support, including carers who need support. A code of practice was published to support the PNA process and set out 8 core themes for the population assessment

1. Children & Young People
2. Older People, including People with Dementia
3. Health & Physical Disabilities
4. Mental Health
5. Learning Disability & Autism
6. Sensory Loss & Impairment
7. Carers
8. Violence Against Women, Domestic Abuse & Sexual Violence

Core themes are not addressed in isolation and there is an element of cross cutting working. In addition to the above, the Regional Partnership Board identified other priority themes as cross cutting and include

- Substance misuse
- Adult protection, child protection and safeguarding
- Housing
- Autism

The PNA code of practice also sets out the statutory duty to undertake an assessment of need across the region, identification of the range and level of services required and the definition of Well-being, per the Social Services and Well-being Act. The regional PNA report also sets out, for each core theme,

- What we know - what did the population assessment tell us?
- What we are doing currently doing to address priorities
- How the priorities meet the principles of the Act and how this fits with well-being under the Act
- Who helped us develop the priorities
- High level key Actions

The PNA report was developed by the Regional Partnership Board and was published 1st April 2017 – a full report is included [here](#) and includes further detail in relation to above points, and the matrix used to identify the priorities under each core theme.

Area Plan guidance

This Area Plan sets out the response of the Regional Partnership Board to the findings of the regional PNA report and has been prepared to meet the requirements of the Statutory Guidance in relation to Area Plans under section 14A of the Social Services and Well-being (Wales) Act 2014. The Act requires description of the range and level of **integrated** services proposed to be provided or arranged to deliver the priorities identified under each of the core themes. As part of this, joint area plans must include:

- the actions partners will take in relation to the priority areas of integration for regional partnership boards;
- the instances and details of pooled funds to be established in response to the population assessment;
- how services will be procured or arranged to be delivered, including by alternative delivery models;
- details of the preventative services that will be provided or arranged;
- actions being taken in relation to the provision of information, advice and assistance services; and
- actions required to deliver services through the medium of Welsh.

Focussed work with minority groups

We have engaged the views of those who would otherwise be hard to reach and marginalised including those of minority groups such as homeless people and travellers. We have used existing mechanisms to engage with vulnerable groups such as those set out below

- Looked After Children and young carers
- People in secure estates and their families
- Homeless people
- Lesbian Gay Bisexual Transgender (LGBT) community
- Black Minority Ethnic groups
- Military veterans
- Asylum seekers and refugees

The Area Plan will consider how each of the above groups needs can be addressed across the core themes and will also consider separated families and role of fathers. An Equality Impact Assessment will accompany the final plan.

Who developed the plan?

This draft Area Plan has been developed by the Regional Partnership Board through engagement with citizens, partners and providers across the region (Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen). The views of citizens is paramount to the development of the Area Plan and to ensure the actions identified will be effective, and help develop support services required going forward to help people support themselves in the future. The regional citizen panel and provider forum have also been key partners in ensuring the identified actions are focussed on the needs of citizens and partners.

This Area Plan has been overseen by the Regional Partnership Board and third sector partners. The individual core themes sections have been developed by strategic partnerships and supported by the regional Leadership Group. The following strategic groups have coordinated related core theme sections

Strategic Partnership	Core Theme
Children and Families Board	Children and Young People
Older People Strategic Partnership	Older People, Health and Physical Disabilities and Sensory Impairment
Carers Board	Carers
Mental Health & Learning Disabilities Partnership	Mental Health, Learning Disabilities and Autism
VAWDASV Partnership Board	Violence Against Women, Domestic Abuse & Sexual Violence

Other strategic partnerships such as:

- Area Planning Board,
- Safeguarding Boards and the
- Health, Social Care and Housing Partnership

will also play a lead role in ensuring cross cutting themes such as substance misuse, safeguarding and housing are aligned in this Area Plan. The Regional Partnership Board (RPB) will set the partnership framework for the above partnerships to link, align priorities and avoid duplication.

How we keep track of what we're doing

It is crucial that the RPB monitor and evaluate the core theme action plan sections to ensure effective governance. Each core theme section will set out success measures to be reported to the RPB and a performance management framework and reporting structure will accompany the Area Plan and set out

- Position statement – where we are and the curves we have turned
- Progress factors – story behind the curves
- Successes – good practice identified
- Challenges – barriers to progress
- Next steps – what the RPB are being asked to support

What is being done elsewhere in the region and how do we know it is being addressed?

The RPB will align the performance management process with existing reporting frameworks (Area Planning Board, VAWDASV Board, Safeguarding Boards) to ensure priorities are being supported. The PRB will also explore governance arrangements and shared reporting with local Public Service Boards to ensure effective alignment

across the Area Plan and 5 Well-being plans.

Performance measures

The success measures identified in the core theme sections reflect performance measures in the National Outcome Framework and Public Health Outcome Framework. The RPB will also reference and align to the performance measures in local Well-being Plans and Local Authority Improvement Plans; and consider data development through the implementation of the Area Plan as some success measures may not be currently measured.

DRAFT

Part 1 OUTCOMES: Regional Priorities, & Core Theme Sections

DRAFT

CHILDREN AND YOUNG PEOPLE

Regional Priority / Outcome:

- To improve outcomes for children and young people with complex needs through earlier intervention, community based support and placements closer to home &
- To ensure good mental health and emotional well-being for children young people through effective partnership working (priority under Mental Health core theme)

HOW WILL WE MEASURE SUCCESS?

NATIONAL OUTCOME FRAMEWORK measures

Priority 1 (below)

- Proportion of looked after children per local authority area
- Proportion of looked after children placed in different types of accommodation per 10,000 of under 18 population
- The percentage of children supported to remain living within their family
- The percentage of looked after children returned home from care during the year
- The percentage of looked after children who have experienced (1) or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the year to 31 March

Priority 2 (below)

- The percentage of re-registrations of children on local authority Child Protection Registers (CPR)
- The average length of time for all children who were on the CPR during the year
- Number of children assessments of need for care and support undertaken during the year and of those, the number that led to a care and support plan
- Number of requests for repeat assessment of need for care and support and need for support made by a child, young carer or person with parental responsibility during the year Of those, the number of repeat assessments undertaken Of those, the number of repeat assessments that led to a care and support plan or support plan

Priority 3 (below)

- Number of ACE awareness/training sessions
- Number of Information Advice and Assistance contacts
- ACE related programme measures (TBC)

QUALITATIVE QUESTIONNAIRE – below measures are currently measured using national survey but are subject to review.

- Young adults reporting they received advice, help and support to prepare them for adulthood
- Children and young people reporting that they are happy with who they live with

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
<p>Support Children and Family Partnership Board’s review of local arrangements for children with complex needs and delivery of work programme with a focus on Looked After Children.</p>	<p>Children & Family Board</p>	<p>Respond to recommendations in consultant reports and implement appropriate next steps</p> <ul style="list-style-type: none"> • Cordis Bright - Research on children & young people with escalating & complex needs <ul style="list-style-type: none"> ○ Recruitment of (and potentially use of) foster carers. ○ Supporting children who are experiencing attachment and trauma based problems. ○ More in-region residential care. • Institute of Public Care – Development of accommodation and support for care leavers with complex needs and regional Integrated Implementation Plan. Considerations in relation to <ul style="list-style-type: none"> ○ Emergency, respite and crisis accommodation ○ Practical and psychological therapeutic support ○ Expand the provision of suitable move-on accommodation <p>Develop business case and appropriate service models (to include mechanism to identify cohort) where required</p> <p>Review and coordinate integration and alignment of existing programmes e.g Integrated Family Support Services</p> <p>Explore new programmes e.g. Roots of Empathy</p>	<p>April 2019</p>	<p>ICF funded projects to be confirmed</p>	<p>Working Pathway step up and step down in a planned way</p> <p>Increased investment in children’s services</p>

<p>Consistent models of practice and alignment of Welsh Government’s early intervention and preventative programmes including development and delivery of a regional ACE approach with a focus on earlier intervention and mental health support for children and young people through community based assets.</p>	<p>Regional Partnership Board & Public Service Boards</p>	<ul style="list-style-type: none"> • Explore consistent use of Social Services and Well-being Act assessment principles across all programmes to aid ‘pass porting’ of assessments across agencies and local authority boundaries • Explore joint commissioning across all programmes • Align and develop joint training across programme workforces with common language and awareness • Explore consistent resilience model across the region • Link to ‘Flexible Funding’ pilot sites to explore good practice in maximising funding across prevention programmes <p>Develop a regional approach for organisations to become ACE aware and aligned to national ACE hub programme and to include</p> <ul style="list-style-type: none"> • ACE awareness • ACE prevention/detection including the use of an ACE ‘lens’ when undertaking risk assessment included as part of assessment process • Develop and strengthen existing trauma services to ensure effective ACE intervention 	<p>April 2019</p>	<p>N/A</p>	<p>See success measures</p> <p>All PSBs commit to becoming ACE aware</p> <p>Number of ACE awareness sessions and training</p>
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OLDER PEOPLE (1)

Regional Priority / Outcome:

To improve emotional well-being for older people by reducing loneliness and social isolation with earlier intervention and community resilience

HOW WILL WE MEASURE SUCCESS?

NATIONAL OUTCOME FRAMEWORK measures

1. The percentage of unscheduled admissions of older people (aged 65 or over) to hospital who were receiving care and support services
2. The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over
3. The percentage of adults at the end of a completed period of reablement phase who:
 - a. have no package of care and support 6 months later
 - b. have no package of care and support 12 months later
4. The percentage of adults who have received advice and assistance and have not contacted social services for 6 months for the same outcome during the year
5. The percentage of people supported to remain in their own home with a home adaptation

QUALITATIVE QUESTIONNAIRE – below measures are currently measured using national survey but are subject to review.

1. I have been treated with dignity and respect (aged 10+);
2. I have received the right information, advice or assistance when I have needed it (aged 10+);
3. I have been given written information about a named team in social services (aged 10+);
4. I have been involved in decisions made about my care and support (aged 10+);
5. The care and support I have received has helped me to live in a home that is right for me (aged 10+);
6. The care and support I have received has helped me to do the things that matter to me (aged 10+);
7. The care and support I have received has helped me to feel safe (aged 10+);
8. The care and support I have received has helped me to feel like I belong to my community (aged 18+).

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Develop place based approach ' <i>Care Closer to Home</i> ' including consistent delivery of community connectors across the region to reduce social isolation	Adult Strategic Partnership	<p>Development of a placed-based approach via Care Closer to Home Strategy which will include a focus on social isolation & include</p> <ul style="list-style-type: none"> • Develop a sustainable work force. • Links to Housing Associations • Support to carers • To develop health and well-being hubs • To identify opportunities to "shift" care from secondary services to primary care, providing care closer to home. <p>Frailty Service - The future direction is captured as part of Care Closer To Home strategy. As the Borough action plans develop, the contribution of the Frailty service will need to be incorporated as part of the range of interventions available in each Neighbourhood Care Network and Borough. This development will tackle the "stand alone" issues.</p> <p><i>Continuing Health Care and Gwent Wide Integrated Community Equipment. Services (GWICES) action plans to be aligned to Care Closer to Home</i></p>	Final CC2H draft near completion and Health Board sign-off (Sept 2017) Local Councils sign-off (Nov 2017) Links to the Regional	ICF funded projects to be confirmed	Workforce Development Partnership and the development of a regional workforce strategy and the work of Social Care Wales.

OLDER PEOPLE (2)

Regional Priority / Outcome:

- To improve outcomes for people living with dementia and their carers

HOW WILL WE MEASURE SUCCESS?

- Number of people receiving Dementia Friends awareness
- Number of Dementia Champions trained
- Number of organisations awarded Dementia Friendly Community kitemark
- Increase dementia diagnosis rate
- Number of people living with dementia and their carers supported through Dementia Support Workers and reporting positive support

*Welsh Government will be launching a new national Dementia Strategy and success measures will be updated accordingly

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Further develop 'Dementia Friendly Communities'	Dementia Board	Dementia Board coordinates delivery of work programme* and is currently reviewing to align with new national dementia strategy with a focus on <ul style="list-style-type: none"> Dementia diagnosis Training Dementia Friendly Communities Accurate information and advice Support for carers <p><i>*Dementia Board programme plan to be published alongside Area Plan to provide more details.</i></p>	TBC – awaiting WG sign off of national strategy		Dementia Board review work programme as standing agenda

OLDER PEOPLE (3)

Regional Priority / Outcome:

- **Appropriate housing and accommodation for older people**

HOW WILL WE MEASURE SUCCESS?

*Success measures will be included and reflect Health, Housing & Social Care Partnership programme of work

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Develop and implement Health, Housing and Social Care Partnership delivery plan	Health, Housing and Social Care (HHSC) Partnership	The Health, Housing and Social Care Partnership are updating their delivery programme in line with the regional Population Needs Assessment with the main focus of activity <ul style="list-style-type: none"> • Older Persons wellbeing and housing needs • Analysis of current older person specialist accommodation provision • Priority regional accommodation needs identified by Children & Families Partnership • Priority regional accommodation needs identified by LD & MH Partnership • Analysis and evidence base for ICF capital projects linked to the above <p><i>*HHSC programme plan to be published alongside Area Plan to provide more details.</i></p>	TBC in work programme	TBC in work programme	TBC in work programme

HEALTH & PHYSICAL DISABILITIES (1)

Regional Priority / Outcome:

- To support disabled people through an all age approach to live independently in appropriate accommodation and access community based services, including transport.

HOW WILL WE MEASURE SUCCESS?

* Measures to be included and reflect Care Closer to Home Strategy

** Measures will reflect ICF projects e.g. Community Connectors

*** To include quantitative measures from national survey where relevant

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Implement 'Care Closer to Home' Strategy	Adult Strategic Partnership	<i>See Older People section above.</i>			

HEALTH & PHYSICAL DISABILITIES (2)

Regional Priority / Outcome:

- Align with 5 local Wellbeing Assessments required under Wellbeing of Future Generations Act and explore joint action planning for wider detriments to health

HOW WILL WE MEASURE SUCCESS?

*Success measures will link to 5 Well-being Assessments and Well-being Plans required under the WFG Act – to be included following publication of draft plans

**Link to Public Health Outcome Framework

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Align with 5 local Wellbeing Assessments required under Wellbeing of Future Generations Act and explore joint action planning for wider detriments to health	Regional Partnership Board	Align this area plan with Public Service Board Well-being Plans to ensure objectives are aligned and avoid duplication <ul style="list-style-type: none"> Map priorities across plans Identify which board is best placed to deliver priorities Develop common action planning and outcome framework Develop governance and reporting framework between boards Explore joint development/workshop sessions 	April 18	N/A	TBC

MENTAL HEALTH (1)

Regional Priority / Outcome:

- To improve emotional well-being and mental health for adults and children through early intervention and community support.

HOW WILL WE MEASURE SUCCESS?

There are a number of measures included in the national strategy 'Together for Mental Health Delivery Plan 2016/19' and the Mental Health & Learning Disability Partnership will identify key measures to be included in the Area Plan including qualitative measures.

Public Health Outcome Framework

- Mental well-being among adults
- Mental well-being among children and young people - Not currently available
- The gap in life expectancy at birth between the most and least deprived - Not currently available
- The gap in healthy life expectancy at birth between the most and least deprived - Not currently available
- Gap in mental well-being among children and young people - Not currently available
- The gap in mental well-being between the most and least deprived among adults - Not currently available

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Review and align regional strategies to Together for Mental Health Delivery plan	Mental Health & Learning Disability Partnership	The MH&LD Partnership are currently reviewing the regional Mental Health Strategy and will set out how priorities in <ul style="list-style-type: none"> • 'Together for Mental Health' • 'Talk 2 Me' and • 'Together for Children and Young People' 	April 18	TBC	To be identified in new regional strategy

Coordination of consistent community based services such as community connectors/social prescribers	Heads of Adult Services, ABUHB officers	Respond to recommendations from Integrated Care Funding (ICF) evaluation of community connector projects across the region. To align with 'Ffrind I Mi' befriending programme	April 2018	TBC	TBC Number of Befrienders trained Number of people supported by befriender
Multi-agency place based models which include wider partners such as Housing Associations, employment support and community programmes	ABUHB/ Integrated Partnership Boards/ Neighbourhood Care Networks/Housing Social Care Network	Development of a placed-based approach via Care Closer to Home Strategy which will include a focus on social isolation & include <ul style="list-style-type: none"> • Develop a sustainable work force • Links to Housing Associations • Support to carers • To develop health and well-being hubs • To identify opportunities to "shift" care from secondary services to primary care, providing care closer to home. 	Final CC2H draft near completion and Health Board sign-off (Sept 2017) Local Councils sign-off (Nov 2017)	TBC	To be identified

MENTAL HEALTH (2)

Regional Priority / Outcome:

- Increased understanding and awareness of mental health amongst the public to reduce stigma and help people to seek support earlier.

HOW WILL WE MEASURE SUCCESS?

There are a number of measures included in the national strategy 'Together for Mental Health Delivery Plan 2016/19' and the Mental Health & Learning Disability Partnership will identify key measures to be included in the Area Plan.

NATIONAL OUTCOME FRAMEWORK Relevant performance indicators

- The percentage of adults who have received support from the information, advice and assistance service and have not contacted the service again during the year

QUALITATIVE QUESTIONNAIRE – below measures are currently measured using national survey but are subject to review. Success measures to include quality measures

- People reporting they have received the right information or advice when they needed it
- People reporting they have received care and support through their language of choice
- People reporting they were treated with dignity and respect

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Accurate Information, Advice and Assistance through DEWIS and Five Ways to Wellbeing	DEWIS regional group & GAVO & TVA Public Service Boards	<ul style="list-style-type: none"> • DEWIS regional group will continue to coordinate accurate IAA with a focus on mental health • Continue to deliver 5 ways to well-being and consider roll-out in schools • Consider a communication campaign to raise awareness of mental health amongst public and in schools 	TBC	TBC	Number of DEWIS website hits Number of people accessing 5 Ways to Well-being

PEOPLE WITH LEARNING DISABILITIES

Regional Priority / Outcome:

- To support people with learning disabilities to live independently with access to early intervention services in the community; and greater public awareness and understanding of people with learning disabilities needs

HOW WILL WE MEASURE SUCCESS?

To be identified through review of regional Mental Health & Learning Disability strategy.

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Support Mental Health and Learning Disability Partnership Board review Gwent Strategy for Adults with a Learning Disability 2012/17 and set out key regional commissioning, integration actions	Mental Health & Learning Disability Partnership	The MH&LD Partnership are currently reviewing the regional Learning Disability Strategy and will identify key actions and progress measures.	April 18	TBC	To be identified in new regional strategy

SENSORY IMPAIRMENT

Regional Priority / Outcome:

- **Ensure people are supported through access to accurate information, assistance and 'rehabilitation' where required and to include the need to improve emotional well-being especially through peer to peer support**

HOW WILL WE MEASURE SUCCESS?

The percentage of adults who have received support from the information, advice and assistance service and have not contacted the service again during the year (National Outcome Framework)

QUALITATIVE QUESTIONNAIRE – below measures are currently measured using national survey but are subject to review.

1. People reporting that they live in the right home for them
2. People reporting they can do what matters to them
3. People reporting that they feel safe
4. People reporting that they feel a part of their community
5. People reporting they feel satisfied with their social networks
6. People reporting they have received the right information or advice when they needed it
7. People reporting they were treated with dignity and respect
8. Young adults reporting they received advice, help and support to prepare them for adulthood
9. People with a care and support plan reporting that they have been given written information of their named worker in social services
10. People reporting they felt involved in any decisions made about their care and support
11. People who are satisfied with care and support that they received
12. Parents reporting that they felt involved in any decisions made about their child's care and support

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Use good practice and effective pathways to develop regional commissioning principles	Integrated Eye Care Collaborative Board	Deliver Integrated Eye Care Collaborative Board regional programme Link to regional commissioning group	TBC	TBC	TBC
Ensure accurate, accessible and timely Information, Advice and Assistance through DEWIS and other means	DEWIS regional group & GAVO & TVA	<ul style="list-style-type: none"> DEWIS regional group will continue to coordinate accurate IAA with a focus on sensory impairment 	TBC	TBC	Number of DEWIS website hits
Work in partnership with third sector to identify new models to support rehabilitation process and supply of low vision tools.	GAVO/TVA	TBC	TBC	TBC	TBC

CARERS

Regional Priority / Outcome:

- Support carers to care through flexible respite, access to accurate information, peer to peer support and effective care planning
- Improve well-being of young carers and young adult carers through an increased public understanding (this is a priority highlighted in Together For Mental Health)

HOW WILL WE MEASURE SUCCESS

NATIONAL OUTCOME FRAMEWORK Relevant performance indicators:

- The percentage of adults who have received advice and assistance and have not contacted social services for 6 months for the same outcome during the year
- Number of assessments of need for support for carers undertaken during the year
 - a. Of those, the number that led to a support plan
 - b. Number of carers who refused an assessment during the year

QUALITATIVE QUESTIONNAIRE – below measures are currently measured using national survey but are subject to review.

Success measures to include quality measures

- I have been treated with dignity and respect (aged 10+);
- I have received the right information, advice or assistance when I have needed it (aged 10+);
- The care and support I have received has helped me to do the things that matter to me (aged 10+);
- Carers reporting they feel supported to continue in their caring role
- Carers reporting they felt involved in designing the care and support plan for the person that they care for
- Further quantitative measures to be identified by Carer's Reference Group

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Coordination of consistent community based services such as community connectors/social prescribers to identify and support carers	Lead Partner: Heads of Adult Services, ABUHB officers	<ul style="list-style-type: none"> Respond to recommendations from Integrated Care Funding (ICF) evaluation of community connector projects across the region. 	April 2018	ICF	<ul style="list-style-type: none"> Number of people supported through community connectors Qualitative measures TBC
Accurate Information, Advice and Assistance through DEWIS and Five Ways to Wellbeing	DEWIS regional group & GAVO & TVA Public Service Boards	<ul style="list-style-type: none"> DEWIS regional group will continue to coordinate accurate IAA with a focus on carers Continue to deliver 5 ways to well-being and consider roll-out in schools to target young carers Consider a communication campaign to raise awareness of carers amongst public and in schools to identify young carers Review local authority IAA 'front doors' performance management information and identify good practice and lessons learnt 1 year on. 	Ongoing	TBC through consultation exercise	<ul style="list-style-type: none"> Number of DEWIS website hits Number of people accessing 5 Ways to Well-being
Ensure that the implementation of the care closer to home strategy increases the community level support for carers	ABUHB/ Integrated Partnership Boards/ Neighbourhood Care Networks/Housing Social Care	Development of a placed-based approach via Care Closer to Home Strategy which will include a focus on social isolation & include <ul style="list-style-type: none"> Develop a sustainable work force Links to Housing Associations Support to carers To develop health and well-being hubs To identify opportunities to "shift" care from secondary services to primary care, providing 	Final CC2H draft near completion and Health Board sign-off (Sept 2017) Local Councils sign-off (Nov 2017)	TBC through consultation exercise	To be identified

	Network	care closer to home.			
Review of and align third sector commissioning principles to support befriending for carers requiring support	ABUHB & Regional Commissioning Group	<p>Work with Third Sector Partner</p> <ul style="list-style-type: none"> • Carers Trust South East Wales (cross region survey of young adult carers and development of a sustainable model for supporting young carers in school); • Barnardos Cymru (scoping a regional Young Carers ID Card Scheme); • Dewis Centre for Independent Living (developing an evidence base for a regional advocacy for carers service model). <p>Befriending</p> <ul style="list-style-type: none"> • Support ABUHB rollout ‘Ffrind I Mi’ befriending programme across partners and consider inclusion through wider regional commissioning priorities. 	April 2018	TBC through consultation exercise	<ul style="list-style-type: none"> • No of people supported by befriender • No of Befrienders trained
Consistent commissioning across health and social care to ensure equitable, region wide and effective models of carer support including	Regional Commissioning Group	<ul style="list-style-type: none"> • Welsh Government will be reviewing respite at a national level through new Dementia Strategy • Respond to national recommendations • Develop regional task and finish group • <i>Rollout of small grants scheme</i> 	TBC through consultation exercise	TBC through consultation exercise	TBC through consultation exercise
		<ul style="list-style-type: none"> • Sustaining staff awareness raising and training of staff • Consider bronze level Investors in Carers (IiC) scheme across GP 			
<ul style="list-style-type: none"> • flexible respite • Training and awareness • Support to Young Carers • Advocacy provision 					<ul style="list-style-type: none"> • No of staff trained

		<ul style="list-style-type: none"> • <i>Rollout of Young Carers in Schools Award Scheme and Young Carers ID Card Scheme</i> 			
		<p>Advocacy for Carers</p> <ul style="list-style-type: none"> • Develop a regional advocacy service model and service specification linked to Independent Professional Advocacy (IPA) for adults and 'Golden Thread of Advocacy' national model service specification for advocacy. • 			
Review of medical prompting to better support carers	Carers Board	<ul style="list-style-type: none"> • Develop task and finish group to develop scope • Consider development of new models and assisted technology to support carers in the community 	TBC through consultation exercise	TBC through consultation exercise	<ul style="list-style-type: none"> • T&F group established with Terms of Reference • Scoping report

PEOPLE WITH AUTISM SPECTRUM DISORDERS

Regional Priority / Outcome:

- To provide more timely diagnosis of Autistic Spectrum Disorder and access to support services and information and advice

HOW WILL WE MEASURE SUCCESS

TBC through new regional strategy but will consider

- Reduction in waiting time for adult diagnostic assessment
- Adults with autism who do not have a learning disability and/or moderate – severe mental health difficulty access to multi-disciplinary health interventions
- Children with a diagnosis have access to support and interventions
- Adults with a diagnosis of ASD (who do not have an LD and/or moderate – severe mental health difficulty) access to post diagnostic support & interventions
- Individuals with autism and their families have direct access to specialist support through a self-referral model
- Increasing awareness of service (number of referrals)
- Parents, carers and families of individuals with autism access advice, information and support.

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures

<p>Local implementation of Welsh Strategic Action Plan including development of new Integrated Autism Service.</p>	<p>New Regional ASD Strategy Group</p>	<p>The development of the Integrated Autism Service is the main delivery objective of the refreshed ASD Strategic Action Plan which will include</p> <ul style="list-style-type: none"> • development of a Regional Strategy Group • post diagnostic support & interventions for children/parents of children with autism • training program for parents/carers of children with autism. • Analysis of regional data 	<p>TBC</p>	<p>TBC</p>	<p>TBC</p>
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LINKS WITH OTHER PARTNERSHIPS

Violence Against Women Domestic Abuse and Sexual Violence (VAWDASV) Board.

The Violence against Women, Domestic Abuse & Sexual Violence (Wales) Act 2015 focusses on the prevention of issues, the protection of victims and support for those affected by such issues. Welsh Ministers are required to prepare and publish a National Strategy in relation to these matters and appoint a National Adviser on Violence against Women and other forms of Gender-based Violence, Domestic Abuse and Sexual Violence. Relevant authorities are required to prepare and publish strategies to contribute to the pursuit of the purpose of the Act. A South East Wales VAWDASV Board has been established and supported by a VAWDASV regional team. The board has identified a number of emerging regional priorities and the RPB will support the work of the VAWDASV Board in achieving the required outcomes.

- **Strategic Priority 1:** Increase awareness and challenge attitudes of violence against women, domestic abuse and sexual violence across Gwent.
- **Strategic Priority 2:** Increase awareness in children and young people of the importance of safe, equal and healthy relationships and that abusive behaviour is always wrong
- **Strategic Priority 3:** Increase focus on holding perpetrators to account and provide opportunities to change their behaviour based around victim safety
- **Strategic Priority 4:** Make early intervention and prevention a priority
- **Strategic Priority 5:** Relevant professionals are trained to provide effective, timely and appropriate responses to victims and survivors
- **Strategic Priority 6:** Provide victims with equal access to appropriately resourced, high quality, needs led, strength based, gender responsive services throughout the region.

Area Planning Board

The substance misuse Gwent Area Planning Board Board works across the Gwent region to reduce substance misuse through a combination of education, prevention, treatment and rehabilitation. The current priorities the board are working to address are below and the RPB will work in partnership to avoid duplication and create a synergism across partners.

Priorities

- Improving emergency service substance misuse training and Naloxone roll out
- Increasing alcohol provision both in terms of treatment and education
- Improved primary prevention
- Co-occurring mental health and substance misuse
- Improved housing options
- Securing capital estates funding (impact to service delivery if reduced)

Safeguarding Boards

As of the 6th April 2016, the Gwent-wide Adult Safeguarding Board and South east Wales Safeguarding Children Board became statutory boards as set out in the Social Services and Well-Being (Wales) Act 2014. The boards were formed in 2011 covering the local authority areas of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen. Both boards have developed work programmes which ensuring the continued effectiveness of safeguarding practice during the implementation and transition of the Social Services and Well-being (Wales) Act 2014. The individual priorities are set out below and the RPB will support the delivery of priorities through joint working.

Adult Board Priorities

- Targeting Interventions towards adults who are at risk of specific types of abuse
- Improving the Quality of Care across the region
- Improving the effectiveness of the Regional Adult Safeguarding Board

Children Board Priorities

- Reducing the effects of compromised parenting on children's well-being
- Improving our work with adolescents who exhibit risky behaviours
- Improving the effectiveness of the Regional Safeguarding Children Board

Part 2 PROCESS: Principles of working

Links with Public Service Boards under the Well-being of Future Generations Act

The Social Services and Well-being Act (the Act) shares similar principles with a number of national strategies and legislation. However, the Act shares almost identical principles with the Well-being of Future Generations Act with the main difference between the acts being the time frame: the Area Plan under the Act reflects the Population Needs Assessment and covers a 3-5 year period based on electoral cycle and the Well-being Assessment under the Well-being of Future Generations Act covers a suggested period of 20-30 years.

Social Services and Well-being Act Principles	Sustainable Principles: Well-being of Future Generations
Services will promote the prevention of escalating need and the right help is available at the right time	Prevention: How acting to prevent problems occurring or getting worse
Partnership and co-operation drives service delivery	Collaboration: how acting in collaboration with any other person or any other part of an organisation could help meet wellbeing objectives
	Integration: Consider how the proposals will impact on wellbeing objectives, wellbeing goals, other objectives or those of other public bodies
People are at the heart of the new system by giving them an equal say in the support they receive	Involvement: The importance of involving people with an interest in achieving the wellbeing goals, and ensuring that those people reflect the diversity of local communities.
The Act supports people who have care and support needs to achieve well-being	Long term: the importance of balancing short- term needs with the need to safeguard the ability to also meet long – term needs

A strategic network of PSB managers and partners has been established to ensure good practice is shared when developing individual Well-being Plans and an opportunity for PSBs to undertake joint planning against regional priorities. The Gwent Strategic Well-being Assessment Group (GSWAG) includes wider partners from Gwent Police, Public Health Wales, Welsh government and South Wales Fire Service. The Regional Partnership Team is also represented on the group and promoting a consistent approach to the plans where they can easily be read and referenced in tandem to promote alignment. Appendix 1 sets out a mapping of Well-being Plan priorities against the Area Plan and a common definition of terms used across the plans – which could be the basis of a Memorandum of Understanding. Going forward

an alignment of success measures will be required with the ultimate aim to avoid duplication across the plans and apportion priorities across the RPB and PSBs.

Integration: Why we are taking an integrated approach?

The Well-being of Future Generations Act sets out integration as one of five sustainable development principles however there is no set definition for 'Integration' under the Social Services and Well-being Act or supporting codes of practice. Under Part 9 of the Act Regional Partnership Boards (RPB) are required to prioritise the integration of services in relation to:

- Older people with complex needs and long term conditions, including dementia.
- People with learning disabilities.
- Carers, including young carers.
- Integrated Family Support Services.
- Children with complex needs due to disability or illness.

For the purpose of this Area Plan the Regional Partnership Board will adopt a principle of integration based on the following areas of working

- ***Joint commissioning of services and pooled budgets***
- ***Joint workforce development and training***
- ***Consistent and portable assessment processes including outcome and distance travelled toolkits***
- ***Co-located teams***
- ***Sharing of resources***
- ***Similar understanding of information provision and consistent key messages to citizens***

The above definition of integration will be adopted when implementing the Area Plan and there is an expectation that the strategic partnerships charged with implementing the Area Plan will consider the above areas of work when delivering actions to achieve the identified outcomes.

REGIONAL JOINT COMMISSIONING PRIORITIES

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Implement Regional Joint Commissioning Group (RJCG) action plan to deliver joint commissioning arrangements for identified priorities for Act Part 9 requirements.	Regional Joint Commissioning Group	Regional group developed and Governance, Terms of Reference and outline Project Plan agreed. Regional Partnership Board appraised. Member briefing drafted Task & finish Groups and their briefs established - Finance Modelling and alignment of commissioning functions. Stakeholder engagement. Section 33 Agreement and appointment of Pooled Fund Manager. Final Section 33 Arrangement for Care Homes for Older People selected and agreed by RPB	Completed September 2017 December 2017 April 2018 April 2018		Completed Completed April 2018 January RPB will recommend decision to Councils and Health Board
Develop domiciliary care joint commissioning process with National Commissioning Board and linked to Care Standards Social Improvement Wales 'Above and Beyond' Report and the 'Care and Support at Home' Strategic Plan currently being developed by Social Care Council for Wales.		Develop regional approaches where it makes sense to do so: Medication and Falls policies, feasibility of developing a local social care academy, workforce challenges and alignment of contact management functions	Initial review report completed. Work streams being progressed by end of 2017 Interim report due early 2018		

Continue to link with National Commissioning Board to progress national work priorities and proposals across the region	National Commissioning Board	To consider recommendations from NCB and respond as a region	TBC	TBC	TBC
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Prevention and Early Intervention

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Explore a single prevention agenda across the region with PSBs and linked to Wellbeing of Future Generations and SSWB Acts which also includes Housing Associations.	RPB and PSB Health Housing and Social Care Partnership	Develop a task and finish group to identify common principles of prevention	Sept 2018	N/A	Report submitted to RPB, PSBs and G7 group
Align anti-poverty programmes across the region to set out a single preventative model based on consistent assessment principles, joint workforce and joint commissioning	See Children and Young People section				
Through the implementation of the 'Care Closer to Home' strategy ensure that prevention and early intervention is supported	See Older People section				

and enabled in a consistent manner across the region					
Delivery of Regional Joint Commissioning Group (RJCG) work plan with third sector to maximise and align activity to prevent escalation of need and build on existing models of good practice such as befriending, social prescribing etc. and to promulgate the development of social enterprises and co-operatives where possible.	RPB GAVO and TVA	*Work has started but will need to be revisited within year 2 of the Area Plan as limited capacity amongst partners	TBC		
Support Early Years Pathfinder pilot and use key messages to shape early intervention models	Early Years Pathfinder group	<ul style="list-style-type: none"> Identify key messages and good practice from pathfinder project and share with RPB and PSBs Incorporate good practices across the region Respond to recommendations from national EYP board 	April 18		

Information, Advice and Assistance

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Further support and develop DEWIS website so it becomes the 'go to' place	Dewis regional group	Deliver the regional Dewis action plan and review progress annually	April 18	TBC	Number of hits on website Number of pages populated

for information on support, advice and assistance.					Number of DEWIS authors trained
Continue to support consistent information dissemination and stakeholder engagement through regional communications group	Regional Communication Group	Regular newsletters	April 18	TBC	
Use IAA performance management data to inform design of services	Local Authorities	Annual review of IAA data and development of annual report	April 18	TBC	
To support further initiatives across the region that supports consistency of approach to IAA e.g. self-assessment exercises, peer reviews	Citizen Panel	<ul style="list-style-type: none"> Citizen Panel to review IAA across region once per year and identify recommendations for RPB Develop RPB website 	April 18 and annually	TBC	
To work with regional workforce managers and Social Care Wales to ensure that cultural change programmes are embedded and on-going	Workforce Development Board & Social Care Wales	Deliver and review WFD board regional plan	April 18	TBC	

New models, user led services and third sector working

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Work with Wales Cooperative Centre to	Wales Cooperative Centre & Provider				

increase and support number of voluntary led services in local communities through 'Care to Co-operate'.	Forum				
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Workforce Development

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Integration of care and support provision to key client groups as set out in Part 9 of the Act and emphasised through RPBs Statements of Strategic Intent for older people, children with complex needs and carers, as well as strategy statements for Mental Health and Learning Disability (including Autism)	Workforce Development Regional Board	Deliver WFD programme plan and review progress annually -breakdown of priorities to be added	April 18	TBC	TBC

Advocacy

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
<p>Work with the Golden Thread Advocacy Programme across the region through regional provider forum with focus on</p> <ul style="list-style-type: none"> • Alignment of advocacy provision to identified priorities across partner agencies • Joint approach to advocacy provision with third sector partners especially in promotion of independent advocacy 	Golden Thread Advocacy Programme (GTAP) & Regional Provider Forum	<p>Deliver regional Advocacy programme with GTAP</p> <ol style="list-style-type: none"> 1. Establishing a Gwent Advocacy Commissioners' Group. 2. Establishing a Gwent Advocacy Providers' Forum. 3. Progressing towards a regional approach to advocacy commissioning. 4. Adopting a co-productive approach to advocacy commissioning, including a multi-stakeholder workshop in early 2018. 5. Developing a strategic plan for advocacy commissioning in the region in 2019-2024, covering both IPA and wider forms of advocacy 	April 2018	TBC	TBC
Support Children's Services joint commissioning of a single advocacy service	HOCS NYAS	Develop new service and review annually	April 2018	TBC	

Annexe 1 : Mapping of draft Area Plan priorities against draft local Well-being Plan priorities

CORE THEME	Outcome Priority	Actions to be progressed through regional Area Plan	Lead Partner (ship)	BG 31/01/18	Caer 18/12/17	Mon 15/01/18	Newp 14/02/18	Torf 7/1/18
Children & Young People	<ul style="list-style-type: none"> To improve outcomes for children and young people with complex needs through earlier intervention, community based support and placements closer to home To ensure good mental health and emotional well-being for children young people through effective partnership working 	<ul style="list-style-type: none"> Support Children and Family Partnership Board's review of local arrangements for children with complex needs and delivery of work programme with a focus on Looked After Children. Consistent models of practice and alignment of Welsh Government's early intervention and preventative programmes Develop and deliver a regional ACE action plan with a focus on earlier intervention and mental health support for children and young people through community based assets. 	Children and Families Board	Best Start in Life	Positive Start Early years	Best possible start in life	Best possible start in life.	Best Start Early years
					ACEs	ACEs Childhood Obesity Well-being resilience		ACEs Childhood obesity Parenting
Older People	<ul style="list-style-type: none"> To improve emotional well-being for older people by reducing 	<ul style="list-style-type: none"> Develop place based approach '<i>Care Closer</i> 	Adult Strategic Partnership	Age friendly communiti	<u>Positive People</u>		People have access to stable homes	Limit the impact of chronic

	<p>loneliness and social isolation with earlier intervention and community resilience</p> <ul style="list-style-type: none"> To improve outcomes for people living with dementia and their carers Appropriate housing and accommodation for older people 	<p><i>to Home</i>’ including consistent delivery of community connectors across the region to reduce social isolation</p> <ul style="list-style-type: none"> Further develop ‘<i>Dementia Friendly Communities</i>’ Develop domiciliary care joint commissioning process with National Commissioning Board and linked to Care Standards Social Improvement Wales ‘Above and Beyond’ Report and the ‘Care and Support at Home’ Strategic Plan currently being developed by Care Council for Wales 		es	<p>prevention to address current and future health and well-being challenges</p> <p>Care Closer to Home</p>	<p>Respond to the challenges associated with demographic change</p> <p>Housing Intergenerational living</p> <p>Volunteering</p> <p>Community support</p> <p>Social prescribing</p>	<p>in a sustainable supportive community</p> <p>Long and healthy lives for all</p> <p>Ensuring people feel safe in their communities</p> <p>People feel part of their community and have a sense of belonging</p>	<p>health conditions through supporting healthy lifestyles and enabling people to age well.</p> <p>Care Closer to Home</p>
Health & physical disabled people	<ul style="list-style-type: none"> To support disabled people through an all age approach to live independently in appropriate accommodation and access community based services, including transport. To help people reduce the risk of poor health 	<ul style="list-style-type: none"> Implement ‘Care Closer to Home’ Strategy Align with 5 local Well-being Assessments required under Wellbeing of Future Generations Act and explore joint action planning for wider detriments to health 	Adult Strategic Partnership	Healthy Lifestyle Choices	<p><u>Positive People</u> physical and mental health and well-being needs</p> <p>programme volunteering maximising</p>		<p>Long and healthy lives for all equalise up health life expectancy and life expectancy and health inequalities).</p>	<p>Limit the impact of chronic health conditions through supporting healthy lifestyles and enabling people to</p>

	and well-being through earlier intervention and community support				route to well-being prevention to address current and future well-being challenges			age well.
People with Learning Disabilities and Autism Spectrum Disorders	<ul style="list-style-type: none"> To support people with learning disabilities to live independently with access to early intervention services in the community; and greater public awareness and understanding of people with learning disabilities needs To provide more timely diagnosis of Autistic Spectrum Disorder and access to support services and information and advice 	<ul style="list-style-type: none"> Support Mental Health and Learning Disability Partnership Board review Gwent Strategy for Adults with a Learning Disability 2012/17 and set out key regional commissioning, integration actions Local implementation of Welsh Strategic Action Plan including development of new Integrated Autism Service. 	Mental Health & Learning Disabilities Partnership					
Mental Health	<ul style="list-style-type: none"> Increased understanding and awareness of mental health amongst the public to reduce stigma and 	<ul style="list-style-type: none"> Review and align regional strategies to Together for Mental Health Delivery plan Coordination of consistent community 	Mental Health & Learning Disabilities Partnership		<u>Positive People</u> physical and mental health and	Emotional well-being for children and young people	Participation in sports and physical activity is important for people's	

	<p>help people to seek support earlier.</p> <ul style="list-style-type: none"> To improve emotional well-being and mental health for adults and children through early intervention and community support. 	<p>based services such as community connectors/social prescribers</p> <ul style="list-style-type: none"> Multi-agency place based models which include wider partners such as Housing Associations, employment support and community programmes Accurate Information, Advice and Assistance through DEWIS and Five Ways to Wellbeing 			<p>well-being needs</p> <p>programme volunteering maximising it as a route to personal well-being</p>		<p>physical and mental well-being and resilience.</p> <p>Participation in arts, heritage and history is important for people's well-being.</p>	
Sensory Impairment	<ul style="list-style-type: none"> Ensure people are supported through access to accurate information, assistance and 'rehabilitation' where required Improve emotional well-being especially through peer to peer support 	<ul style="list-style-type: none"> Use good practice and effective pathways to develop regional commissioning principles Ensure accurate, accessible and timely Information, Advice and Assistance through DEWIS and other means Work in partnership with third sector to identify new models to support rehabilitation process and supply of low vision tools. 	Adult Strategic Partnership					

<p>Carers who need support</p>	<ul style="list-style-type: none"> • Support carers to care through flexible respite, access to accurate information, peer to peer support and effective care planning • Improve well-being of young carers and young adult carers through an increased public understanding 	<ul style="list-style-type: none"> ▪ Coordination of consistent community based services such as community connectors/social prescribers to identify and support carers ▪ Review of medical prompting to better support carers ▪ Accurate Information, Advice and Assistance through DEWIS and Five Ways to Wellbeing ▪ Review of and align third sector commissioning principles to support befriending for carers requiring support ▪ Ensure that the implementation of the care closer to home strategy increases the community level support for carers ▪ Consistent commissioning across health and social care to ensure equitable, region wide and effective 	<p>Carers Board</p>					
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		models of carer support including flexible respite.						
Violence against women domestic abuse and sexual violence	<ul style="list-style-type: none"> • Provide earlier intervention and safeguarding arrangements to potential victims through 'Ask and Act' • Safeguard victims, including men, through effective partnership support 	<ul style="list-style-type: none"> ▪ Implementation of 'Ask and Act' as part of Welsh Government pilot. ▪ Strategic alignment with VAWDASV Board, needs assessment and strategic plan. 	VAWDASV Board	Safe communities	<u>Positive Places</u> Support our most disadvantaged communities to be resilient, cohesive and enable them to help themselves		Ensuring people feel safe in their communities	Create safe, confident communities and promote community cohesion.

Annexe 2 : Common language across Area Plan and local Well-being Plans

Common Term	Area Plan	Well-being Plan(s)				
		Blaenau Gwent	Caerphilly	Monmouthshire	Newport	Torfaen
National	Core Themes	Well-being Goals	Well-being Goals	Well-being Goals	Well-being Goals	Well-being Goals
Outcome Priority expressed in public speak	Outcomes Priority	<u>Well-being Objectives</u> Best Start Safe Communities Healthy lifestyles	<u>Well-being Objectives</u> Positive Start, People and Place	<u>Well-being Objectives</u> Best Start Demographic challenges	<u>Well-being Objectives</u> Good place to live Skills for work Empowered well-being Healthy/safe/resilient environments & Emerging Priorities	<u>Well-being Objectives</u> Best Start Healthy Lifestyles Mitigate poverty
Primary Action	High Level Action	What do we need to do next	High Level Action	Delivering the solution	What steps will we take (S,M, L)	What we will do short, medium and long term
Secondary Action	The HOW actions	What activity could look like				
Indicators	Success Measures				How will we measure success	

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SIR FYNWY

MONMOUTHSHIRE



Monmouthshire Public Service Board Well-being Plan



Version Control

Title	Monmouthshire Well-being Plan
Purpose	Public bodies under the well-being of Future Generations must come together as a Public Service Board and set well-being objectives for Monmouthshire which are set out in this plan.
Owner	Public Service Board
Approved by	Public Service Board and constituent partners
Date	February 2018
Version Number	4.0
Status	Final for approval
Review Frequency	Annual
Next review date	July 2019

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

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



Monmouthshire Public Service Board partners:



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Aneurin Bevan
University Health Board



monmouthshire
sir fynwy

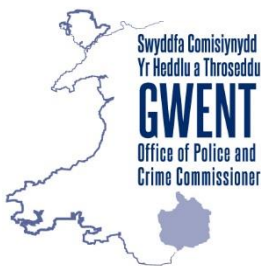


Cyfoeth
Naturiol
Cymru
Natural
Resources
Wales

South Wales
Fire and Rescue Service



Gwasanaeth Tân ac Achub
De Cymru



GIG
CYMRU
NHS
WALES

Iechyd Cyhoeddus
Cymru
Public Health
Wales



Llywodraeth Cymru
Welsh Government



Gwent Association of Voluntary Organisations
Cymdeithas Mudiadau Gwirfoddol Gwent

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Foreword

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

Margaret Mead

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

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

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

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

Paul Matthews
Chair of Monmouthshire Public Service Board

DEVELOPING 'OUR MONMOUTHSHIRE' WELL-BEING PLAN OBJECTIVES TOGETHER

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



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

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



2 ADDRESS THE CHALLENGES OF DEMOGRAPHIC CHANGE

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



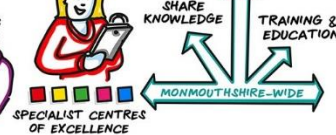
3 COMMUNITIES AND BUSINESSES TO BE PART OF AN ECONOMICALLY THRIVING AND WELL CONNECTED COUNTY

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

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WWW.MONMOUTHSHIRE.GOV.UK/OUR-MONMOUTHSHIRE

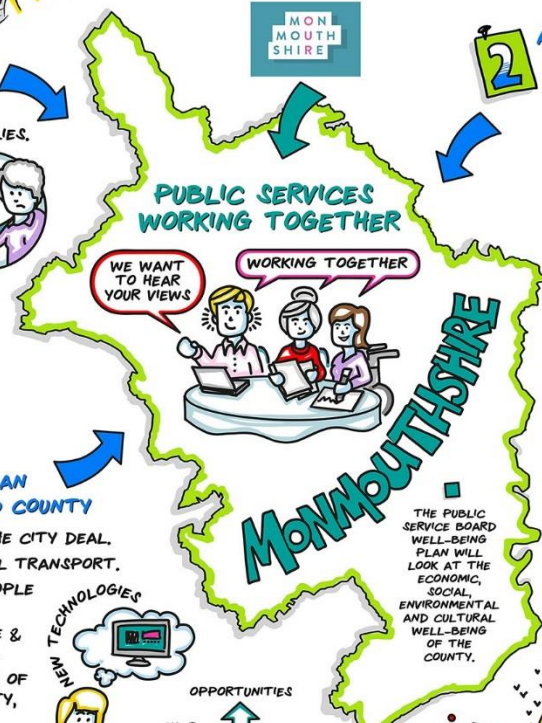


BUSINESS NETWORK



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

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



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

CROSS CUTTING AND SYSTEM ACTIONS

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

Why a Well-being Plan?

The Well-Being of Future Generations Act

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

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

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

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



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

The Public Service Board

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

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

PSB Scrutiny

Local government has been given the responsibility for scrutinising the PSB and ensuring the principles of the Well-being of Future Generations Act are applied to any policy or decisions taken

across Monmouthshire. Monmouthshire County Council established the PSB Select Committee in June 2016, and they have scrutinised the work of the PSB since its conception.

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

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

Future Generations Commissioner

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

The Commissioner gave detailed feedback on the Well-being Assessment which informed the development of the Well-being Plan. The Commissioner also provided advice on how to take steps to meet the local objectives set out in the plan in a manner which is consistent with the sustainable development principle. The Plan has taken this advice into account.

How does the Well-being Plan link with what else is happening in Monmouthshire?

The Public Service Board and Partnerships in Monmouthshire

The Partnership landscape in Monmouthshire fully embraces multi-agency working, with representation from a wide range of partner organisations, including the third sector, who work collaboratively to improve the outcomes for Monmouthshire residents. Further information on the current structure of partnership working under the Public Service Board can be seen in the Annex document which accompanies the Plan.

The partnerships have been involved in developing the objectives contributing their views on key issues that the PSB need to be aware of to inform their development of the Well-being Plan. Collaboration and partnership working will continue to form an important part of the delivery mechanism across the county and the partnerships will be integral to delivering the PSB objectives. It is fundamental within Monmouthshire that our multi-agency partnerships have a continued role in taking steps to address the key issues and opportunities highlighted in the well-being assessment, some of which may not involve direct delivery towards the PSB objectives, but will still be addressed and may contribute as work progresses.

Town and Community Councils

There are 4 Town Councils within Monmouthshire which meet the criteria of the Act: Abergavenny, Caldicot, Chepstow and Monmouth Town Councils. This means that they must take “reasonable steps” to meet the objectives of this Well-being Plan and report on progress annually.

The PSB recognise the valuable contribution all Town and Community Councils fulfil within our communities and the PSB are exploring every opportunity to work with Town and Community

Councils to deliver the Well-being objectives. All Town and Community Councils, including those covered by the Act have been consulted on the Well-being Assessment and Plan and are encouraged to consider how they can contribute to meeting the Plan's objectives.

Future Monmouthshire

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

Social Services and Well-being Act

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

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

As part of the Act, a population needs assessment was completed at a regional (Gwent) level. This dovetailed with the Well-being Assessment and provided an assessment of needs and priorities for, health and social care within the Greater Gwent Region over a 3 - 5 year period. The needs assessment has informed the Area Plan which sets out the high-level outcomes and priorities for regional working across health, social care and the third sector, and will be focussing on:

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

Other legislation

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

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

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

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

Meeting other statutory duties

PSBs can meet a number of other statutory duties through the Well-being Plan, including crime and disorder, substance misuse, children and families, mental health and violence against women, domestic abuse and sexual violence. Currently, Monmouthshire's Well-being Plan is not aiming to discharge these duties, which will instead be met through the work of other organisations and partnerships, such as the Gwent Violence against Women, Domestic Abuse and Sexual Violence Partnership Board and Safer Monmouthshire.

Developing the Well-being Assessment

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

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

The Well-being assessment highlighted a number of assets on which we can build a future for the people and communities of Monmouthshire and also a number of problems and challenges that need to be addressed. These have informed the development of the Well-being Objectives and steps. Further details of the challenges and opportunities are included in the Annex.

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

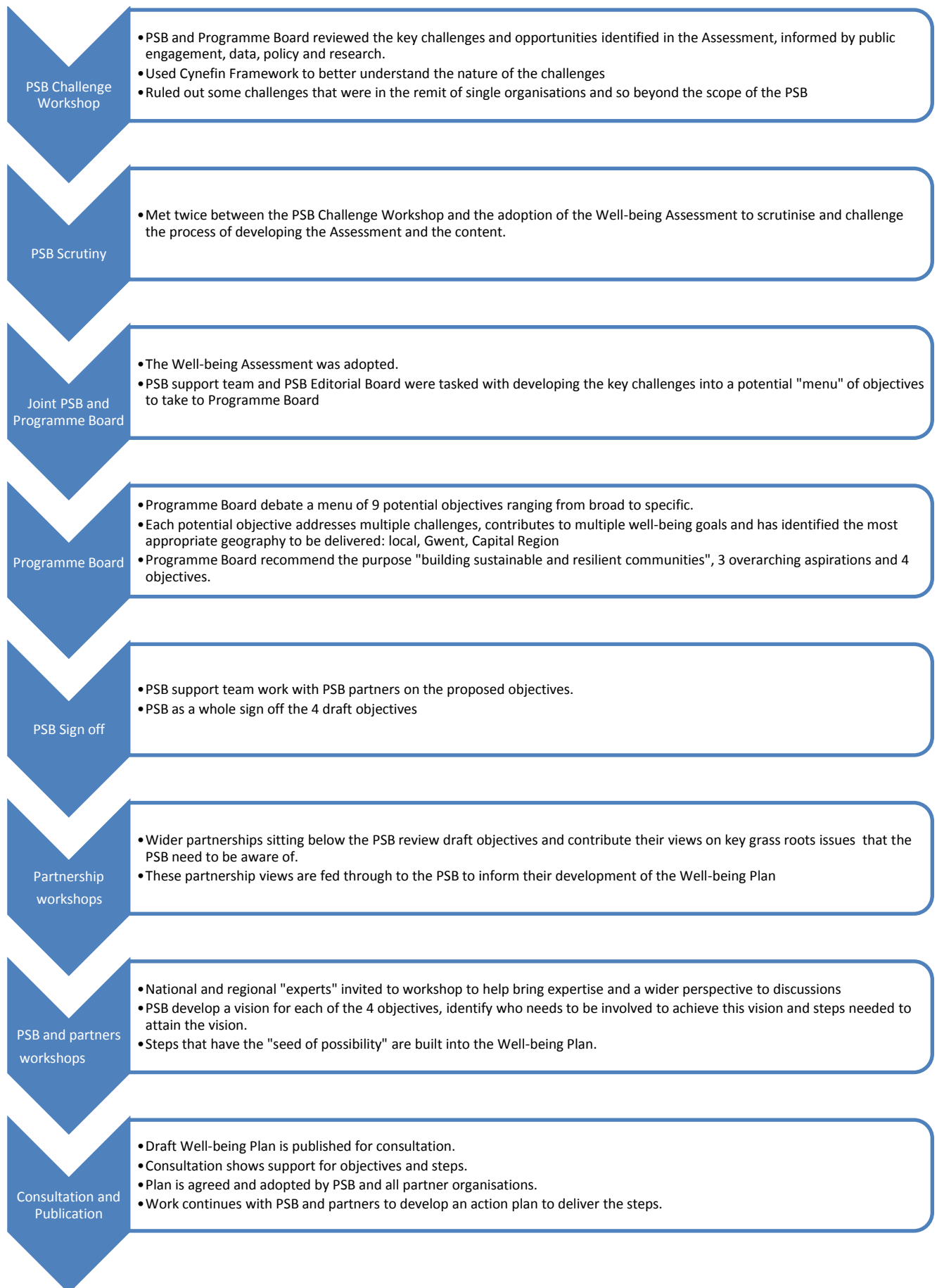
Following the completion of the Well-being Assessment, the Public Services Board prepared this local well-being plan setting out its local objectives and the steps it will take to meet them.

It was essential to have a rigorous process in place when moving from Well-being Assessment to Well-being Plan in order to ensure that the objectives chosen by the PSB were fully informed and shaped by the evidence produced by the Well-being Assessment and took an integrated approach to delivering against the well-being goals. These had to be the issues where collective action could be taken that would have a positive impact on well-being in those areas.

The steps taken to move from the well-being assessment to developing the plan are set out in the diagram below and more detail is given in the Methodology section in the Annex. The development of the steps to deliver the objectives was informed by an analysis of the outputs of a PSB workshop, along with evidence from the well-being assessment and other intelligence gathered through the process of developing the objectives, for example from the strategic partnership workshop sessions held.

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

Process of moving from Well-being Assessment to Well-being Plan



Public Service Board Well-being objectives

In July 2017, the PSB agreed their purpose of *building sustainable and resilient communities*, three cross-cutting aspirations that will apply to all objectives and steps, and four well-being objectives – two about people and two about place, as shown in the following table:

Purpose	Building Sustainable and Resilient Communities	
Our aspiration is to:	Reduce inequalities between communities and within communities Support and protect vulnerable people Realise the benefits that the natural environment has to offer	
Our Well-being Objectives are:	<i>People / Citizens</i>	<i>Place / Communities</i>
	Provide children and young people with the best possible start in life	Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change
	Respond to the challenges associated with demographic change	Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.

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

Applying the five ways of working

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

Long Term

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

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

Engagement

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

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

Integration

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

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

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

How each of the steps integrates with other steps

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

Collaboration

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

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

The challenges arising from the Well-Assessment can only be tackled through partnership working and the steps identified in the objectives will require collaboration to address them. PSB partners need to fully understand their collective contribution to each objective and how they can work better together to deliver future steps. The action plan to be developed will identify a lead partner and/or strategic partnership for each step who will be responsible for coordinating action to deliver that step. In developing the action plan, wider potential collaborators will also be identified and approached to help deliver the steps.

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

Prevention

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

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

Explaining the objectives

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

Discover - Situation analysis

The well-being assessment provides an analysis of the economic, social, environmental and cultural well-being of Monmouthshire as a whole as well as more localised areas. This section sets out the relevant key issues and challenges from the well-being assessment that the objective will have an impact on.

Define - Response analysis

Informed and shaped by the evidence produced by the Well-being Assessment this section describes in more detail an initial analysis of individual issues and themes that have informed the development of the objective.

Well-being goals contributed to

The table demonstrates how each of the objectives contributes to the national well-being goals. Many of the objectives cover several well-being goals, and some could potentially even contribute to all of the goals. The goals highlighted indicate where there is a most significant contribution by the objective to the achievement of a goal.

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

Delivering the Solution

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

Links between objectives

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



Provide children and young people with the best possible start in life



Respond to the challenges associated with demographic change



Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change.



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

Contribution to Well-being Goals

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

How long will steps take to improve well-being?

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



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

Discover - Situation analysis

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

- Wage levels available for local jobs are lower than the average for Wales and the UK. When coupled with high property prices and with limited land available for future housing development this makes it difficult for young people and future generations to live and work locally.
- There is inequality between communities and within communities. This includes in educational attainment, wage levels and health outcomes. This is put in sharp focus in a county where people, and in particular children, live in poverty close to areas of real affluence. Research shows that inequality has a negative impact on many aspects of well-being with more equal societies experiencing better outcomes.
- We are operating within an increasingly globalised economy. Employment patterns are changing with more zero hours, casual contracts and freelance work emerging. Meanwhile, technological advances such as automation, robotics and the advance of artificial intelligence could result in around a third of existing UK jobs disappearing meaning tomorrow's workforce will need a very different skillset to those of today's school leavers.
- There is a need to increase healthy behaviours and with increasing evidence that what happens during the first thousand days of a child's life from conception to their second birthday can have a big impact on how healthy and happy they are as they grow up.
- Children who experience stressful and poor quality childhoods are more likely to adopt health-harming behaviours during adolescence which can themselves lead to illnesses and diseases later in life. This can be perpetuated through the generations and so preventing these experiences or reducing their impacts can benefit future as well as current generations.
- There are many vulnerable people in our society, this can arise from many things such as mental health or physical disability or factors such as age, rural isolation and loneliness. Identifying preventative activity and integrated approaches can protect people from serious harm and improve well-being.

Define - Response analysis

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

Part of the response includes the PSB and partner agencies having an important role to play to join up responses and resources to focus on proactive interventions and enable children and families to access fully integrated support across agencies/departments and benefit from seamless information sharing.

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

Promoting healthy behaviours that support children and young people’s physical health and mental well-being is an important focus for the well-being of future generations, particularly as childhood obesity is a growing problem. There is already a childhood obesity action plan for Monmouthshire, endorsed by the PSB. Linked to the “natural environment and climate change objective” enabling children to be active and participate in play, particularly outside will be important, not just to obesity but also for broader child development. Access to green space has been identified as needing improvement and it may also require behaviour change (including adult behaviour) to support this.

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

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











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

Well-being goals contributed to

Prosperous Wales (1)	Resilient Wales (2)	Healthier Wales (3)	More equal Wales (4)	Wales of cohesive communities (5)	Vibrant culture & thriving Welsh language (6)	Globally responsible Wales (7)
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In order to gain employment and contribute to a Prosperous Wales, it is crucial that young people are able to develop the skills they need for the future. Their physical and mental health are key to them developing their potential and becoming healthy adults as part of a Healthier Wales, whilst increasing participation in sport contributes to a Vibrant Culture. It is essential all children and young people have equal access to education, opportunities and the best possible start in life. This will help young people to contribute to their community in a positive way as they become adults, helping to develop Cohesive Communities.

Delivering the Solution

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



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

Discover - Situation analysis

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

- Monmouthshire has high levels of social capital and volunteering. By taking an asset and placed based approach there is an opportunity for improving well-being.
- Wage levels available for local jobs are lower than the average for Wales and the UK. When coupled with high property prices and with limited land available for future housing development this makes it difficult for young people and future generations to live and work locally.
- An ageing population brings many opportunities, however, there are also challenges for service provision and increases in the number of people living with long-term conditions which will create pressures on health and social care services.
- There are many vulnerable people in our society, this can arise from many things such as mental health or physical disability or factors such as age, rural isolation and loneliness. Identifying preventative activity and integrated approaches can protect people from serious harm and improve well-being.

Define - Response analysis

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

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

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

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

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

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

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













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

Well-being goals contributed to

Prosperous Wales (1)	Resilient Wales (2)	Healthier Wales (3)	More equal Wales (4)	Wales of cohesive communities (5)	Vibrant culture & thriving Welsh language (6)	Globally responsible Wales (7)
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In order to have Cohesive Communities with equal opportunities for people of all ages to be able to live and work in Monmouthshire, it is crucial that there is suitable and affordable housing for all. A Cohesive Community will have facilities in place to look after all ages. Although paid employment is key for a Prosperous Wales, volunteering and active citizenship also have a key role to play and contribute to building communities and improving health.

Delivering the Solution

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



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

Discover - Situation analysis

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

- Limited public transport, particularly in rural areas, makes it harder for people to access jobs, services and facilities. This could be exacerbated by rising fuel prices but there are also future opportunities for investment in public transport through the City Deal and advances in technology such as automated vehicles.
- Air pollution causes significant problems for people's health and is a major contributor to premature deaths in Wales. In Monmouthshire, the greatest problems are caused by vehicle emissions and this is particularly apparent in Usk and Chepstow.
- Water pollution is a concern, from a number of sources, including changing agricultural practices
- Reducing levels of physical activity along with dietary changes are leading to growing levels of obesity. This is likely to lead to an increase in long-term conditions associated with it such as type 2 diabetes
- Development, climate change and pollution all present risks to the natural and built environment. These are central to our well-being and need to be protected and preserved for future generations.
- Climate change is likely to increase the risk of flooding, as well as many other risks, so mitigating climate change and building resilience will be crucial for communities

Define - Response analysis

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

The challenges facing our natural environment are many – climate change, development and changing land management practices are all potential threats to our natural resources and ecosystems. This has resulted in a consequent decline in biodiversity which is a threat to how ecosystems function. Tackling these challenges demands integrated and joined up solutions which are developed and delivered by the public, private and voluntary sectors working together. We need to look at adapting to climate change and well as reducing our contribution to it. The Environment (Wales) Act, with subsequent area plans, works alongside the Well-being of Future Generations Act to address these issues.

The public sector in Wales has huge potential to use its collective purchasing power to support the local economy by specifying and buying food, energy, goods and services locally. Procurement can also have significant global impacts and thought needs to be given to being globally responsible. With Brexit on the horizon, there may be potential for public services to have more flexibility in their purchasing decisions, creating regional jobs and business growth

whilst reducing transport and pollution. Brexit also adds uncertainty for a number of sectors, including agriculture which is an important sector in Monmouthshire.

Monmouthshire has great potential to generate renewable energy locally. Several renewable energy community interest companies already exist in the county and developing more localised business models for renewable energy and heat generation, storage and distribution will increase energy resilience as well as reducing carbon emissions.

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

Promoting active travel (walking and cycling) in both rural and urban areas, and using opportunities offered by the Active Travel Act will help to reduce air pollution but will also have significant health benefits for all ages. Careful planning and design, including using a Green Infrastructure approach, is needed to develop safe, healthy and vibrant communities which have good access to safe and accessible routes and green spaces.

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











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

Well-being goals contributed to

Prosperous Wales (1)	Resilient Wales (2)	Healthier Wales (3)	More equal Wales (4)	Wales of cohesive communities (5)	Vibrant culture & thriving Welsh language (6)	Globally responsible Wales (7)
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As well as being key to environmental well-being, a Resilient environment is essential to the local economy, to physical and mental health and building Cohesive Communities. To be Globally Responsible, we need to work together to reduce the carbon and pollution we emit by tackling sustainable transport and our energy use and generation. Key to this objective is working with children and young people to help them understand their role in looking after our environment, reducing our environmental impact and recognising the importance of “thinking globally and acting locally”.

Delivering the Solution

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



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

Discover - Situation analysis

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

- Limited public transport, particularly in rural areas, makes it harder for people to access jobs, services and facilities. This could be exacerbated by rising fuel prices but there are also future opportunities for investment in public transport through the City Deal and advances in technology such as automated vehicles.
- Wage levels available for local jobs are lower than the average for Wales and the UK. When coupled with high property prices and with limited land available for future housing development this makes it difficult for young people and future generations to live and work locally.
- There is inequality between communities and within communities. This includes in educational attainment, wage levels and health outcomes. This is put in sharp focus in a county where people, and in particular children, live in poverty close to areas of real affluence. Research shows that inequality has a negative impact on many aspects of well-being with more equal societies experiencing better outcomes.
- The signing of the £1.2 billion City Deal by the ten local authorities in South East Wales brings an opportunity to leverage around £4 billion of private sector investment creating jobs and boosting economic prosperity across the whole of the region.

Define - Response analysis

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

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

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

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

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













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

Well-being goals contributed to

Prosperous Wales (1)	Resilient Wales (2)	Healthier Wales (3)	More equal Wales (4)	Wales of cohesive communities (5)	Vibrant culture & thriving Welsh language (6)	Globally responsible Wales (7)
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In order to contribute to a Prosperous Wales, links need to be made between education and business to ensure young people are equipped for the jobs of the future. City Deal will be a key contributor to a Prosperous Wales, but it will also be key to build on the strengths of our local economy, heritage and culture to maximise the contribution they bring to the economy. A sustainable transport infrastructure will be key to ensuring that everyone is able to access jobs and training, as well as reducing carbon emissions.

Delivering the Solution

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

What Happens Next?

Well-being Plan Consultation

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

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

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

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

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

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

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

From Well-being Plan to Action

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

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

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

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

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

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

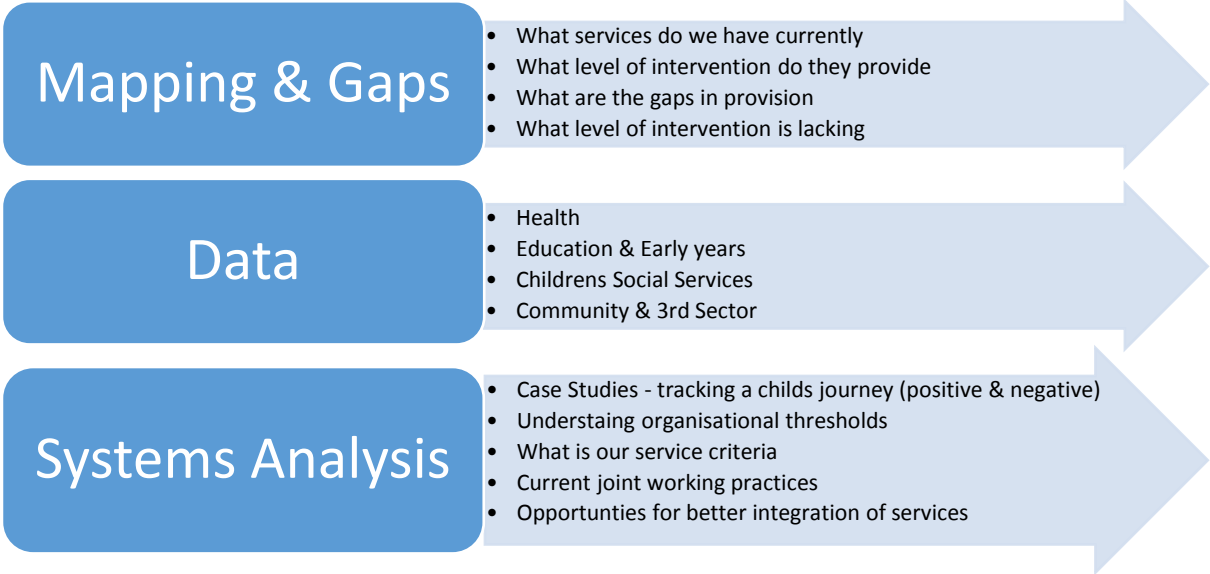
Developing the Action Plan Example - Children & Young Peoples Strategic Partnership

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

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

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

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



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

Working together as a PSB to make the objectives happen

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

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

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

Evaluation and Review

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

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

National Indicators

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

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

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

National indicators related to the objectives
Healthy life expectancy at birth including the gap between the least and most deprived.
Measurement of development of young children
Percentage of children who have fewer than two healthy lifestyle behaviours (not smoking, eat five fruit/ vegetables daily, never/rarely drink and meet the physical activity guidelines)
Percentage of adults who have fewer than two healthy lifestyle behaviours (not smoking, healthy weight, eat five fruit or vegetables a day, not drinking above guidelines and meet the physical activity guidelines)
Average capped points score of Year 11 pupils, based on their best 8 exam results
Percentage of adults with qualifications at the different levels of the National Qualifications Framework.
Percentage of people in education, employment or training, measured for different age groups.
Gross Value Added (GVA) per hour worked (relative to UK average)
Gross Disposable Household Income per head
Percentage of businesses which are innovation-active
Percentage of people in employment.
Percentage of people living in households in material deprivation.
Levels of nitrogen dioxide (NO ₂) pollution in the air.

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

Happy Communities well-being measurement

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

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

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

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

The *Happiness Pulse* measures personal well-being in communities through a resident survey carried out in January and February 2018. The survey provides a well-being score in three areas, Be, Do and Connect and helps people understand how to improve their well-being.

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

Performance reporting and timescales

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

Conclusion

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

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

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

SIR FYNWY

MONMOUTHSHIRE



Monmouthshire Public Service Board Annex – Background to Well-being Plan

Page 159

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Version Control

Title	Annex – Background to Well-being Plan
Purpose	Provide some of the background to how Monmouthshire Public Service Board Well-being Plan was developed.
Owner	Public Service Board
Approved by	Public Service Board and constituent partners
Date	February 2018
Version Number	4.0
Status	
Review Frequency	Not applicable
Next review date	July 2019

The main Well-being Plan is available in English and Welsh. To view the document, see www.monmouthshire.gov.uk/our-monmouthshire

This Annex has been produced as a supplement to the main Well-being Plan. Some of the content was contained as Appendices within the draft Well-being Plan that was consulted on from November 2017 to February 2018. It contains background information about the Well-being Assessment, the process that was used to move from the Well-being Assessment to the Well-being Plan and how the final objectives were selected.



Monmouthshire Public Service Board partners:



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Aneurin Bevan
University Health Board



monmouthshire
sir fynwy



Cyfoeth
Naturiol
Cymru
Natural
Resources
Wales

South Wales
Fire and Rescue Service



Gwasanaeth Tân ac Achub
De Cymru

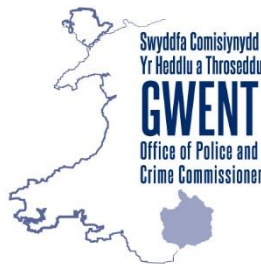
melin
together we can...

MHA
Monmouthshire Housing
Tai Sir Fynwy



GIG
CYMRU
NHS
WALES

Iechyd Cyhoeddus
Cymru
Public Health
Wales



Swyddfa Comisynydd
Yr Heddlu a Throsoddu
GWENT
Office of Police and
Crime Commissioner



Llywodraeth Cymru
Welsh Government

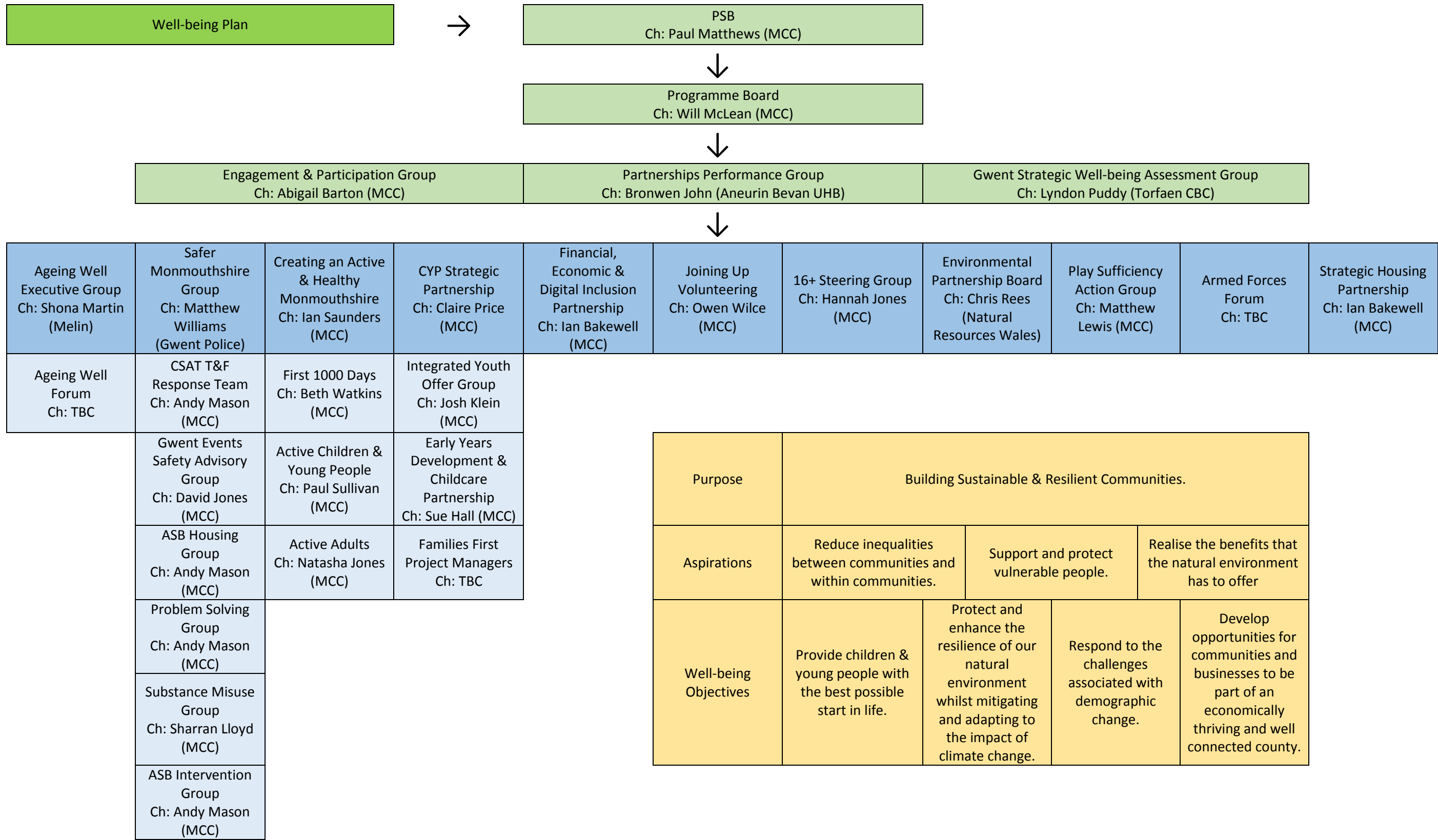


Gwent Association of Voluntary Organisations
Cymdeithas Mudiadau Gwirfoddol Gwent

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Partnership structure



Developing the Well-being Assessment

Monmouthshire Profile

Located in South East Wales, Monmouthshire occupies a strategic position between the major centres in South Wales and the South West of England and the Midlands. The county covers an area of approximately 880 square kilometres with an estimated population of 92,476¹.

It is a predominantly rural county. 53% of the total population living in wards defined as being in urban areas. The main settlements are Abergavenny, Chepstow, Monmouth, Caldicot, Usk and Magor/Undy. The county has a distinctive identity arising from its location in the borderlands between England and the former industrial heartlands of the South Wales valleys. An integral element of Monmouthshire's distinctive settlement pattern arises from its historic market towns and villages and their relationship with the surrounding rural areas.

The county has a rich and diverse landscape stretching from the coastline of the Gwent Levels in the south to the uplands of the Brecon Beacons in the north and the picturesque river corridor of the Wye Valley in the east. A good road network connects Monmouthshire to major population centres such as Cardiff, Newport and Bristol and many of the population take advantage of these links to commute out of the area for employment opportunities.

Monmouthshire has major landscape resources and is home to internationally and nationally designated landscapes ranging from the Wye Valley AONB to the east and the Brecon Beacons National Park and the Blaenavon Industrial World Heritage Site to the north-west. It contains some good quality agricultural land and has a high proportion of farming land altogether – more than double the Welsh average with 16.7% of this used for crops and horticulture.

The county has a low population density of 1.1 persons per hectare – significantly lower than the South East Wales average of 5.3 persons per hectare with densities much higher in urban areas. There are a higher than average proportion of older people in the county and these are forecast to rise further. In contrast the number of under 18s is forecast to decline by 2036.

Monmouthshire was one of only 2 local authorities in Wales to see a rise in Welsh language speakers between the 2001 and 2011 Census from 9.7% to 9.9%.

Monmouthshire is generally a prosperous area offering a high quality of life for its residents. This is reflected in the 2014 Welsh Index of Multiple Deprivation with none of the lower super output areas (LSOA) in Monmouthshire in the most deprived 20% in Wales². However, as is highlighted elsewhere in this assessment these headline figures can mask pockets of deprivation that are all the more stark when they are juxtaposed with areas of relative wealth.

The Communities of Monmouthshire

Monmouthshire is geographically large compared to many local authority areas in Wales. It is semi-rural in nature and is often perceived as leafy and affluent. However headline statistics can

fail to shine a light on the differences within and between communities. These differences can be all the more stark when they exist side-by-side. Assessing the well-being of each community is intended to ensure that the differences between the various communities within the board's area are analysed. The well-being assessment was based around five clusters, as shown on the map: Abergavenny and surrounding area; Monmouth and surrounding area; the heart of Monmouthshire which includes Usk and Raglan; Chepstow and the Lower Wye Valley and Severnside which includes Caldicot and Magor. The development of the well-being objectives has considered issues at this level and ward or Lower Super Output (LSOA) level³.



The Well-being Assessment

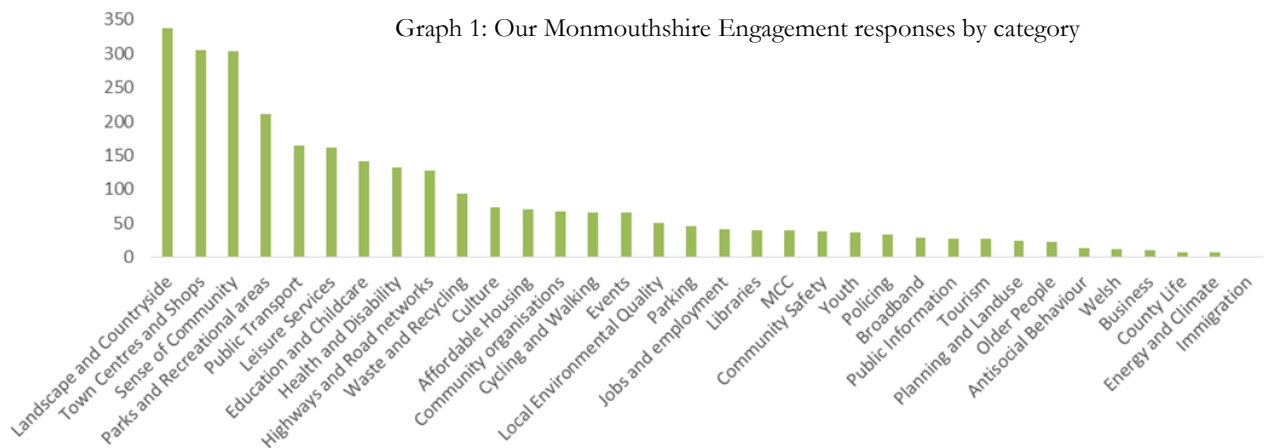
The Public Service Board prepared and published an assessment of the state of economic, social, environmental and cultural well-being in its area in March 2017⁴. This provides the evidence on which the PSB has made decisions about what it needs to prioritise.

The assessment captures the strengths and assets of people and their communities rather than focusing purely on need. An asset based approach recognises the contribution of individuals, community organisations and the importance of relationships. The assessment is built from an extensive range of sources including census and statistical data; qualitative evidence which captures people's opinions and perceptions as well as giving context to quantitative data and academic research. Comparisons are also made with other geographies, sometimes within the county and sometimes at a regional or national level.

Collaboration is an important principle of the Well-being of Future Generations Act. PSBs in Gwent worked together to ensure that there was some consistency in the data used, as many of the partners involved such as Gwent Police and Aneurin Bevan University Health Board span all five council areas in Gwent. Data Unit Wales were commissioned to produce a set of core data items and this was supplemented locally with data from a wider range of sources. All of the PSB partners played an important role in supplying data to inform the assessment, you can see this data throughout the Well-being Assessment.

An extensive community engagement exercise to test whether the data reflected peoples' lived experiences was undertaken called *Our Monmouthshire*. Between August and December 2016 staff from a range of PSB partners in Monmouthshire attended over 80 events speaking to more than a thousand people to get their views about what is good about Monmouthshire and what would make it better. Visual displays including maps and future trends postcards were used to help people to think about how they would like Monmouthshire to be in the long term and to frame

the questions within a broader context. The chart below shows the topics that people mentioned most often.



Involving people from as wide a cross section of the community as possible was a focus of the engagement. The Older People’s Commissioner for Wales⁵ and the Children’s Commissioner for Wales have both stated the importance of ensuring that the voices of older and younger people are heard, so efforts were made to ensure that we involved young⁶ and old and people with protected characteristics⁷.

Academic reports and policy papers also formed an integral part of the assessment to understand the data and issues in more depth and identified broader issues and opportunities. The assessment also included some predictions of likely future trends in the economic, social, environmental and cultural well-being of the area using a range of national research and local intelligence.

The Well-being of Future Generations Act emphasises the importance of working in an integrated and joined up way. It is important that issues or problems are not dealt with in isolation and the assessment identifies the integration between environmental, social, economic and cultural well-being, for example, the environment can have a positive or negative impact on health, and culture and heritage can contribute significantly to the economy.

An Editorial Board comprising of members representing most of the PSB partners was established to oversee the production of this assessment, this ensured that key issues were covered and ensured that the assessment reflected all aspects of well-being.

Well-being assessment Challenges and Opportunities

The Well-being assessment highlighted a number of assets on which we can build a future for the people and communities of Monmouthshire and also a number of problems and challenges that need to be addressed.

The issues below are those that were distilled from the evidence. It is not a summary of the key issues. It is however an attempt to highlight the issues which are likely to have the greatest impact on the well-being of current and future generations of people living and working in

Monmouthshire. The challenges were constructed initially by the authors and partner agencies following a triangulation of the evidence. They were then challenged and refined following public consultation, scrutiny and PSB and partner workshops.

The broad timescales of short, medium or long-term, are not when we need to start acting to address the issue, but are an indication of how soon any programmes put in place might be likely to yield measurable improvements in well-being.

Short-term

- Limited public transport, particularly in rural areas, makes it harder for people to access jobs, services and facilities. This could be exacerbated by rising fuel prices but there are also future opportunities from investment in public transport through the City Deal and advances in technology such as automated vehicles.
- Monmouthshire has high levels of social capital and volunteering. By taking an asset and placed based approach there is an opportunity to improving well-being.

Medium-term

- Wage levels available for local jobs are lower than the average for Wales and the UK. When coupled with high property prices and with limited land available for future housing development this makes it difficult for young people and future generations to live and work locally.
- The signing of the £1.2 billion City Deal by the ten local authorities in South East Wales brings an opportunity to leverage around further private sector investment creating jobs and boosting economic prosperity across the whole of the region.
- We are operating within an increasingly globalised economy. Employment patterns are changing with more casual contracts emerging as part of the gig economy. Meanwhile technological advances such as automation, robotics and the advance of artificial intelligence mean that around a third of existing jobs meaning tomorrow's workforce will need a very different skillset to those of today's school leavers.
- There is a need to increase healthy behaviours and with increasing evidence that what happens during the first 1,000 days of a child's life from conception to their second birthday can have a big impact on how healthy and happy they are as they grow up. There are well-being benefits to taking a particular focus on the first thousand days of a child's life.
- An ageing population brings many opportunities, however there are also challenges for service provision and increases in the number of people living with long term conditions which will create pressures on health and social care services.
- There are many vulnerable people in our society, this can arise from many things such as mental health or physical disability or factors such as age, rural isolation and loneliness. Identifying preventative activity and integrated approaches can protect people from serious harm and improve well-being.
- Arts and culture can have a positive impact on emotional health and well-being providing opportunities for expression and social contact. However funding for the arts can come under pressure in times of austerity and there is a need to increase accessibility of arts, culture and heritage to maximise their contribution to well-being.
- Monmouthshire has experienced a growth in the demand for Welsh medium education and if this trend continues there will be a need to ensure adequate provision

- Air pollution causes significant problems for people's health and is a major contributor to premature deaths in Wales. In Monmouthshire the greatest problems are caused by vehicle emissions and this is particularly apparent in Usk and Chepstow.
- Water pollution is a concern, from a number of sources, including changing agricultural practices

Long-term

- There is inequality between communities and within communities. This includes in educational attainment, wage levels and health outcomes. This is put in sharp focus in a county where people, and in particular children, live in poverty close to areas of real affluence. Research shows that inequality has a negative impact on many aspects of well-being with more equal societies experiencing better outcomes.
- Children who experience stressful and poor quality childhoods are more likely to adopt health-harming behaviours during adolescence which can themselves lead to illnesses and diseases later in life. This can be perpetuated through the generations and so preventing these experiences or reducing their impacts can benefit future as well as current generations.
- Reducing levels of physical activity along with dietary changes are leading to growing levels of obesity. This is likely to lead to an increase in long-term conditions associated with it such as type 2 diabetes
- Development, climate change and pollution all present risks to the natural and built environment. These are central to our well-being and need to be protected and preserved for future generations.
- Climate change is likely to increase the risk of flooding, as well as many other risks, so mitigating climate change and building resilience will be crucial for communities

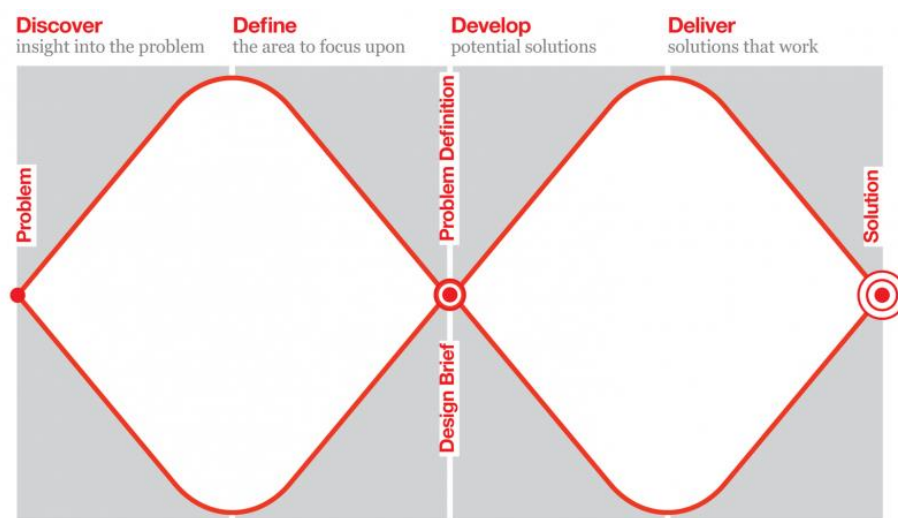
Methodology for developing the Well-being Plan

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

It was essential to have a rigorous process in place when moving from Well-being Assessment to Well-being Plan in order to ensure that the objectives chosen by the PSB were fully informed and shaped by the evidence produced by the Well-being Assessment and took an integrated approach to delivering against the well-being goals. These were the issues where it was decided that collective action can be taken that will have a positive impact on well-being in the area.

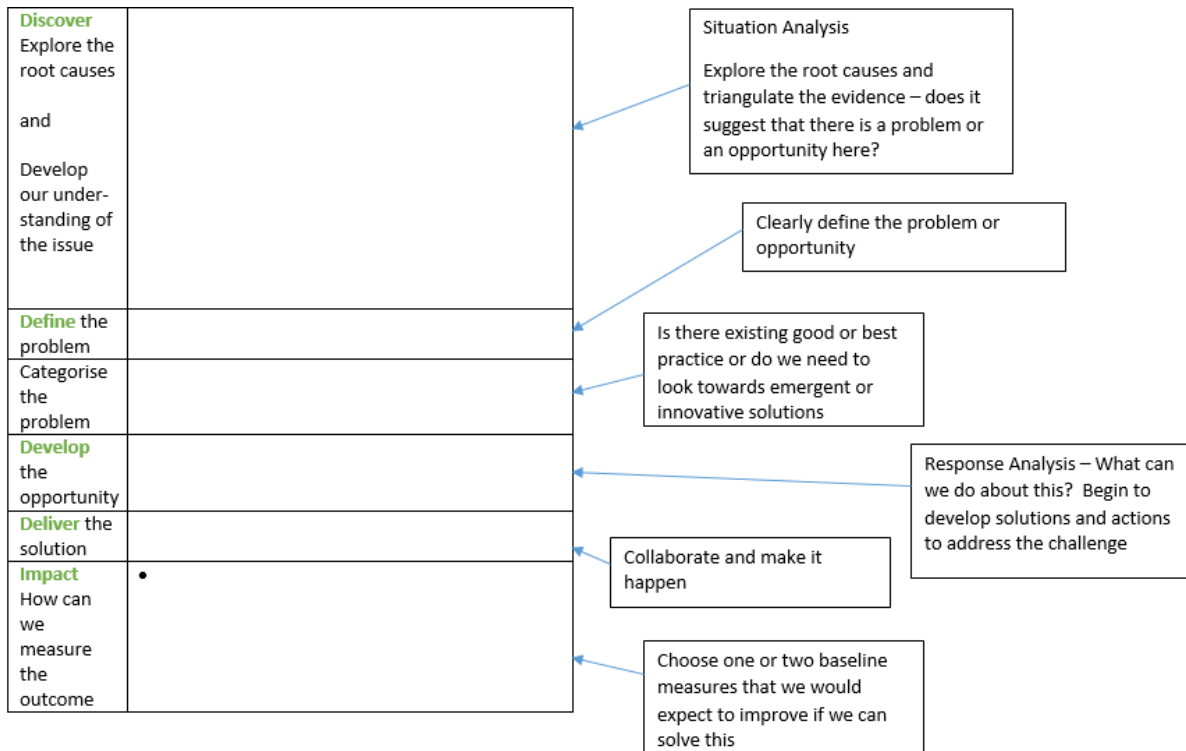
The process we used followed the Design Council’s ‘double-diamond’⁸ approach shown below, this is divided into four distinct phases – Discover, Define, Develop and Deliver (see Figure 1).

Figure 1: Design Council’s “double diamond” approach



The Design Council explain that “In all creative processes a number of possible ideas are created (‘divergent thinking’) before refining and narrowing down to the best idea (‘convergent thinking’), and this can be represented by a diamond shape. But the Double Diamond indicates that this happens twice – once to confirm the problem definition and once to create the solution. One of the greatest mistakes is to omit the left-hand diamond and end up solving the wrong problem”⁹. The PSB approach also drew on the Cynefin Framework and Figure 2 captures the process that is being undertaken to develop each objective:

Figure 2: PSB process for developing objectives



This has been influenced by the Design Council's Double Diamond Approach

The Well-being Assessment incorporated data; engagement; future trends and research to provide insight into the problems and opportunities (the Discover phase). These were distilled into concise problem definitions and opportunity statements (the Define phase). The statutory guidance for the Well-being of Future Generations Act calls this phase the *Situation Analysis*.

The challenges and opportunities were developed into four objectives (see below for more detail) and then the PSB did further work – called the *Response Analysis* – looking to identify and develop potential solutions. A workshop held in October 2017 for PSB, wider partners and industry experts to begin to develop potential solutions was a key part of the Develop phase.

From well-being assessment to well-being objectives

The Well-being Assessment, approved by the PSB in March 2017, highlighted the key challenges and issues for Monmouthshire. These were distilled from extensive involvement through the *Our Monmouthshire* engagement process, data, future trends, academic research and policy papers. These key challenges and issues were then challenged and refined following public consultation in January and February 2017, examined by the PSB Scrutiny Committee and explored and refined at a facilitated workshop session attended by all PSB members.

All of the challenges are important and will need to be addressed, but not necessarily by the PSB – some will be tackled by individual public bodies or partnerships, some by just one or two agencies working together and some at a larger regional scale such as Gwent or the City Region. A further PSB meeting in March 2017 looked at these challenges in more detail, to begin the

process of developing objectives to form the focus of the Well-being Plan and work over the forthcoming years. The partners at the workshop began to develop which of the challenges they felt could potentially be the focus of the PSB based on the evidence presented in the Well-being Assessment, alignment with their own organisation’s well-being objectives and priorities and identification of issues that can only be successfully addressed by working collaboratively.

Following the PSB sign off of the Well-being Assessment in March 2017, PSB support officers and the cross-PSB Editorial Board were tasked with looking at the 17 challenges and opportunities in the conclusion of the Assessment. They considered the Cynefin framework analysis of these issues that was carried out in the PSB/Programme Board challenge session in February 17 and were asked to develop them into a number of objectives to take to the Programme Board for consideration.

Through this process, a “long list” of 9 draft objectives were developed. These are shown in the large table entitled “Potential Objectives”. The draft objectives ranged from very broad to quite specific. For each draft objective, the following were listed:

- Which PSB partners had expressed an interest in prioritising this objective
- Which of the 17 challenges and opportunities from the Well-being Assessment would be addressed by this objective
- What level could/should the objective be tackled at: Monmouthshire, Gwent, Cardiff Capital Region
- Which of the 7 national well-being goals would it contribute to

These draft objectives were debated by Programme Board in July 2017. Programme Board agreed their purpose of ***building sustainable and resilient communities***, three cross cutting aspirations that will apply to all objectives and steps, and four well-being objectives – two about people and two about place. These objectives are summarised below:

Purpose	Building Sustainable and Resilient Communities	
Our aspiration is to:	Reduce inequalities between communities and within communities Support and protect vulnerable people Realise the benefits that the natural environment has to offer	
Our Well-being Objectives are:	<i>People / Citizens</i>	<i>Place / Communities</i>
	Provide children and young people with the best possible start in life	Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change
	Respond to the challenges associated with demographic change	Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.

Once the Programme Board had agreed these objectives, PSB support staff worked with each of the PSB partners to present the draft objectives to them to finalise the objectives and ensure that they sufficiently chime with the well-being objectives of their own organisations. The draft objectives linked well with partners own aspirations; a comparison of PSB partner objectives are shown in the table later in this document. The 4 objectives were then agreed by the PSB in July 2017.

From well-being objectives to steps

It has been important to draw on the grass roots experience and perspective of Monmouthshire's many multi-agency partnerships to help inform the PSB as they worked to move from objectives to actions. Three workshops were held in August for all of the partnership members to attend. They were asked to identify in their view, what are the 3 or 4 key challenges that relate to these objectives that they would like the PSB to be aware of. This information was fed into the PSB workshop in October 2017, to ensure that they understood the real challenges facing individuals and organisations in the county. The PSB were able to make use of this information, together with evidence from the Well-being Assessment to help decide on the priorities for the Well-being Plan.

On 9th October 2017, around 60 partners and industry experts came together to consider where they want Monmouthshire to be in a generation from now, who needs to be involved if we are to get there and what needs to happen to reach this vision.

In the morning delegates split into four workshops, one for each objective, and discussion focused on developing a vision for the objective: what will people be doing in the future that they aren't doing now, what won't they be doing and who will be involved in getting us there. Then the workshops concentrated on what needs to happen to get to this point.

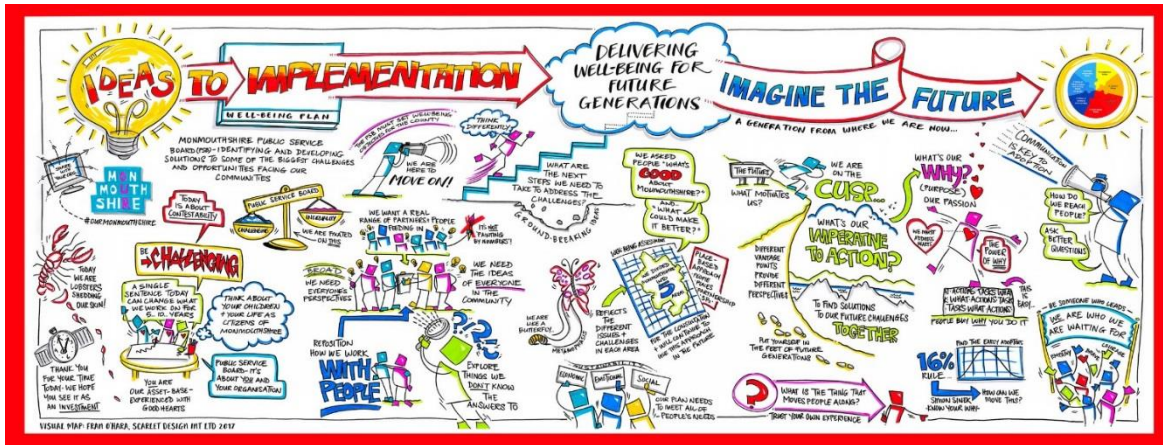
Then delegates moved to a different workshop and were able to contribute different perspectives



to the morning's discussion based on their expertise. This was a valuable exercise in helping to draw out similar themes, and meant that the four objectives were considered in an integrated way and not in isolation.

Finally delegates moved back to their initial workshop, having reviewed the output of every group, to identify what are the "gems" or

"seeds of possibility" within the wealth of material that had been gathered. Fran O'Hara captured the essence of the presentations:



The workshop outputs, in particular the “gems” discussed in the final session, were analysed and considered alongside the evidence from the well-being assessment and other intelligence gathered through the process of developing the objectives, for example from the strategic partnership workshop sessions held. This informed the development of the steps identified as the main areas of focus in Monmouthshire to deliver the objectives in the Well-being Plan.

Well-being Plan and objectives consultation

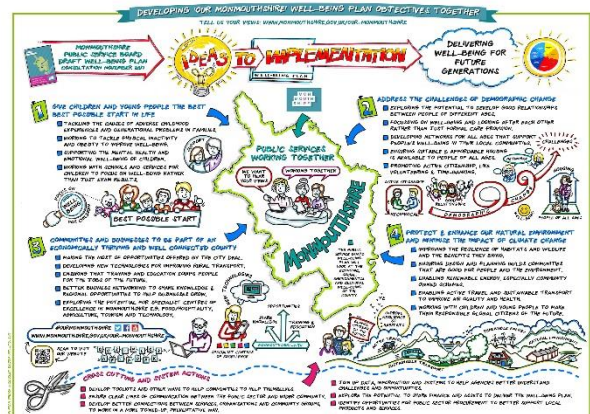
A 12 week consultation was held between November 2017 and February 2018 to gain thoughts and ideas on the well-being plan and inform actions that can be taken to deliver the objectives and steps set in the plan. As well as using the full Well-being Plan document for the consultation we commissioned a colourful, user-friendly “Plan on a Page” which outlines the four objectives and the steps. This provided a simple, eye-catching opener for conversation during the consultation period and was easy to share on social media.



We engaged with a wide range of people, in a variety of locations and through a variety of methods. Views could be contributed through an online questionnaire, Monmouthshire Made Open, Facebook or Twitter. Specific sessions have been held with Town and Community Councils, community groups such as Transition Chepstow and Transition Monmouth, the Access for All forum, Young People forum and the PSB strategic partnerships. Further specific written responses were received from a range of

organisations including the Future Generations Commissioner, the Welsh Government and local groups in Monmouthshire. The draft was also taken to the PSB Select Committee for scrutiny. The diagram summarises the range of people engaged.

People were asked if they agree or disagree with the objectives and steps the PSB are proposing and any



reasons why. They were also asked if they have any ideas or good examples of how the objective could be addressed.

Hundreds of people were engaged and their views gathered. Some common themes emerged from the 82 online surveys that were completed:

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

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

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

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

The objectives were set based on a comprehensive assessment of well-being in the county. All responses to the consultation on the plan and objectives have been reviewed and appropriate amendments made to the plan where further evidence and insight has identified a change is required. There are areas of feedback where it has not been appropriate to change the plan at

this stage, and the remaining feedback will be further considered in the development of the action plan and in any future reviews of the objectives.

Potential Objectives initially considered by Programme Board

Some Possible Objectives →	Reduce inequality between communities and within communities	Support and protect vulnerable people	Develop opportunities for communities and businesses to be part of a thriving and well-connected county	Provide children and young people with the best possible start in life	Respond to the challenges associated with demographic change	Protect and enhance the resilience of our natural environment for current and future generations (new)	Mitigate and adapt to the impacts of climate change.	Increase physical activity	Improve public transport and alternative transport options to reduce the number of car journeys while
Scale of objective									
Who has expressed an interest in prioritising this?	MCC PCC SWFRS ABUHB	MHA PHW MCC SWFRS Gwent Police Welsh Government	MCC NRW MHA	PCC MCC SWFRS ABUHB	SWFRS PHW MHA	NRW MCC	NRW PHW	PCC NRW PHW ABUHB	ABUHB
The objectives are very cross cutting and could bring benefits to many of the other key challenges identified in the Well-being Assessment. The following shows the most significant challenges that will be impacted by the suggested objectives.	<ul style="list-style-type: none"> • Transport • Wage levels / Affordable Housing • City Deal / Economic Prosperity • The first thousand days • ACES • Vulnerable People • Arts and Culture 	<ul style="list-style-type: none"> • Wage levels / Affordable Housing / sustainable communities • Inequality • The first thousand days • ACES • Pressure on health and social care from an ageing population • Vulnerable People 	<ul style="list-style-type: none"> • Transport • Wage levels / Affordable Housing Sustainable Communities • Inequality • City Deal / Economic Prosperity • Arts and Culture • Air Pollution • Climate Change and Environmental Resilience 	<ul style="list-style-type: none"> • Wage Levels / Sustainable Communities • Inequality • Changing employment patterns and technology • The first thousand days • Adverse Childhood Experiences • Vulnerable People • Welsh medium education 	<ul style="list-style-type: none"> • Wage levels / Affordable Housing / sustainable communities • Pressure on health and social care from an ageing population 	<ul style="list-style-type: none"> • Transport • City Deal/ Economic Prosperity • Reducing Physical Activity and rising obesity • Air pollution • Water quality • Climate change and Environmental Resilience • Social capital and volunteering 	<ul style="list-style-type: none"> • Transport • City Deal Economic Prosperity • Pressure on health and social care from an ageing population • Air pollution • Climate Change and Environmental Resilience 	<ul style="list-style-type: none"> • Transport • First thousand days • ACES • Reducing physical activity and rising obesity • Pressure on social care from an ageing population • Air Pollution • Climate change and Environmental Resilience • Social Capital and volunteering 	<ul style="list-style-type: none"> • Transport • Wage levels / Affordable Housing / sustainable communities • Inequality • City Deal / Economic Prosperity • Changing employment patterns and technology • First thousand days • Reducing Physical Activity and Rising Obesity • Air Pollution • Climate change and Environmental Resilience
What level could/should elements of this be tackled at?	Gwent Monmouthshire	Gwent Monmouthshire	Cardiff Capital Region Monmouthshire	Gwent Monmouthshire	Monmouthshire	Gwent Monmouthshire	Cardiff Capital Region Gwent Monmouthshire	Gwent Monmouthshire	Cardiff Capital Region Monmouthshire
Fit with 7 national well-being goals	Prosperous, Healthier, Equal, Communities,	Prosperous, Healthier, Equal, Communities	Prosperous, Equal, Communities, Culture	Prosperous, Healthier, Equal, Culture	Prosperous, Resilient, Equal, Healthier, Communities	Resilient, Equal, Healthier, Communities, Culture, Global, Prosperous,	Prosperous, Resilient, Healthier, Global	Resilient, Healthier, Communities, Culture, Global	Prosperous, Resilient, Healthier, Communities, Global

Comparison of PSB partner well-being objectives

Welsh Government	Monmouthshire County Council	South Wales Fire & Rescue	Natural Resources Wales	Aneurin Bevan University Health Board	Public Health Wales	Police and Crime Commissioner	Registered Social Landlords
Create conditions to give every child the best start in life.	Provide children and young people with the best start in life			Support every parent expecting a child and give every child in Gwent support to ensure the best start in life.	Give our children the best start in life including opportunities to grow, play and learn in a healthy and safe environment		
Improve education outcomes for all and reduce the gap in outcomes for different groups.							
Help people live healthy and independent lives and support a healthy workforce.	Maximise the potential in our communities to improve well-being for people throughout their life course		Help people live healthier and more fulfilled lives	Support adults and children in Gwent to live healthily and to age well, so that they can retain independence and enjoy a high quality of life in to old age Promote mental well-being as a foundation for health, building personal and community resilience. Plan and secure sustainable and accessible healthcare services, ranging from prevention through to treatment, rehabilitation and recovery that meet current and future needs and address health inequities and differing levels of need across our communities.	Build capacity and support system change, to protect and improve health and reduce inequalities Support the NHS to deliver high quality, equitable and sustainable services that meet the needs of citizens at every stage of their life		
Improve prosperity for all across Wales, helping people into employment and sustaining jobs.							Help people into work (MHA) Create opportunities for residents and communities (Melin)
Create the conditions for people to learn and use the Welsh language with their families, in their communities and in the workplace.				Promote a diverse workforce able to express their cultural heritage, with opportunities to learn and use Welsh in the workplace			
Support the transition to a low carbon and climate resilient society.				Reduce our negative environmental impact through a responsible capital building programme and a sustainable approach to the provision of building services including; carbon and waste management, undertaking procurement on a whole life-cycle cost basis and support local sourcing, promote sustainable and active travel and, improve environmental health.			Reduce CO2 footprint
Connect communities through sustainable and resilient infrastructure.							
Support safe, cohesive and resilient communities.		Reduce risk	Reduce the risk to people and communities from environmental hazards like flooding and pollution		Minimise public health risks from current and emerging diseases, environmental hazards and emergencies	Taking action to prevent and reduce crime by working with partner organisations and communities to tackle crimes that present the greatest threat, harm and	

						<p>risk and especially those crimes committed against the most vulnerable</p> <p>Provide excellent support for all victims of crime with a particular focus on preventing further serious harm.</p> <p>Ensuring the police work closely with partner organisations to tackle anti-social behaviour effectively.</p>	
Improve access to secure, safe, efficient and affordable homes.							<p>As Landlord: Develop/build homes, support tenants (MHA)</p> <p>To be an excellent landlord, builder of homes (Melin)</p>
Foster conditions for sustainable economic development and employment, whilst stimulating innovation and growth for a modern low carbon economy.	Develop opportunities for communities and businesses to ensure a well-connected and thriving county		Promote successful and responsible business, using natural resources without damaging them				
Promote and enhance the culture and heritage of Wales.							
Manage, use and enhance Wales' natural resources to support long-term well-being.	Maximise the benefits of the natural and built environment for the well-being of current and future generations	Nurture sustainable resources	<p>Champion the Welsh environment and the sustainable management of Wales' natural resources</p> <p>Ensure land and water in Wales is managed sustainably and in an integrated way</p> <p>Improve the resilience and quality of our ecosystems</p>		Maximise the potential of our natural and cultural resources to promote physical and mental health and well-being and contribute to a low carbon, environmentally resilient Wales		
Facilitate high quality, responsive and better integrated public services, to those that need them most, enabling citizens to be an equal partner.		Engage and communicate Strengthen partnerships		Continue to integrate our actions with wider public, independent and voluntary sector partners with the aim of developing streamlined, whole system services for people who use our services and those they support.		Ensure that the police, partners and my office engage with communities to encourage, helps and support them to work together to keep themselves safe.	To be a partner of choice (Melin)
Position Wales as an internationally focused, ambitious country engaged and connected to the wider world.					Strengthen our role in global health and sustainable development, realising the benefits of international engagement		
Organisational:		Embrace technology	Develop Natural Resources Wales into an excellent organisation, delivering first-class customer service	Encourage involvement of people who use our services and those they support, in jointly owned decisions regarding their own health and care plans, and in wider service planning	Influence policy, planning and design to create sustainable, culturally thriving and cohesive communities, to tackle the wider	Ensuring that Gwent Police and my office are high performing organisations which value and invest in	Increase turnover, maintain financial strength, achieve efficiencies (MHA)

				<p>and evaluation so that we, with our partners, deliver outcomes that matter most to people.</p> <p>Ensure we maximise the effective use of NHS resources in achieving planned outcomes for services and patients, by excellent communication, monitoring and tracking systems in all clinical areas.</p> <p>Develop our staff to be the best that they can be with high levels of employee well-being and, as the largest employer in Gwent, promote NHS careers and provide volunteering and work experience opportunities.</p>	determinants of health and to break the cycle of poverty and disadvantage	our staff to achieve value for money in delivering impressive services that meet the needs of all our communities.	To be a vibrant place to work (Melin)
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¹ 2015, Mid-year population estimates, Office for National Statistics, updated 23 June 2016

² <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

³ <https://neighbourhood.statistics.gov.uk/HTMLDocs/nessgeography/superoutputareasexplained/output-areas-explained.htm>

⁴ Statutory Guidance, SPSF 3 at <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

⁵ Preparing local well-being plans: Guidance for PSBs, Older People's Commissioner for Wales

⁶ United Nations Convention on the Rights of the Child <https://www.unicef.org.uk/what-we-do/un-convention-child-rights/>

⁷ Equality Act 2010

⁸ <http://www.designcouncil.org.uk/news-opinion/design-process-what-double-diamond>

⁹ <http://www.designcouncil.org.uk/news-opinion/design-process-what-double-diamond>

Future Generations Evaluation

(includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation Hazel Clatworthy</p> <p>Phone no: 01633 644843 E-mail:</p>	<p>Please give a brief description of the aims of the proposal</p> <p>The Well-being of Future Generations Act requires Public Service Boards (PSBs) to develop and publish a Well-being Plan. As a PSB partner the Council is required to agree the Plan before it is adopted and published by the PSB.</p>
<p>Name of Service:</p> <p>All Services</p>	<p>Date Future Generations Evaluation form completed</p> <p>13/2/2018</p>

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NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc

1. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The Well-being Plan sets out 4 objectives, each of which in some way contributes to this goal. However the greatest impact will be under the objective to develop opportunities for communities and businesses to ensure a well-connected and thriving county.</p>	<p>Where the Well-being Plan requires MCC decision, more specific details regarding contributions to the wellbeing goals will come through subsequent Future Generations Evaluations as specific actions are developed under the objectives.</p>




Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>The greatest impact will be under the objective to protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change. Realising the benefits that the environment has to offer is also an aspiration of the PSB which will be considered through the delivery of all aspects of the Well-being Plan</p>	<p>As above</p>
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>All of the objectives contribute to a healthier Wales, but in particular providing children and young people with the best possible start in life, responding to the challenges associated with demographic change, and protecting and enhancing the resilience of our natural environment.</p>	<p>As above</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>All four objectives will have a significant contribution towards building cohesive communities.</p>	<p>As above</p>
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>The objectives with the greatest impact on this national goal are protecting and enhancing the resilience of the natural environment, and developing opportunities... to be part of an economically thriving and well-connected county. These sections contain steps on reducing carbon emissions and climate change mitigation. There is an emphasis in the plan on the importance of public sector procurement for supporting local and globally responsible procurement.</p>	<p>As above</p>


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Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>A number of steps contribute to this goal in the objectives of giving children and young people the best possible start in life, protecting and enhancing resilience of our natural environment and developing an economically thriving and well-connected county.</p>	<p>As above</p>
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>All objectives contribute to this goal, and reducing inequality and supporting and protecting vulnerable people are aspirations which will permeate through all the work of the PSB as they deliver the Well-being Plan.</p>	<p>As above</p>

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p>	<p>The Objectives in the Well-being Plan aim to tackle long-term problems and improve wellbeing for future generations. This means that even some of the steps which can be delivered in the short term may not realise benefits until the longer term. The plan categorises steps as short term (up to 5 years), medium term (5 to 10 years) and long term (over 10 years) – this is how soon any programmes put in place to deliver the steps would be likely to yield measurable improvements in well-being, and NOT a timescale for when actions will take place.</p>	<p>Where the Well-being Plan requires MCC decision, more specific details regarding contributions to the wellbeing goals will come through subsequent Future Generations Evaluations as specific actions are developed under the objectives.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>Collaboration has been central to the development of the Well-being Plan. PSB partners and others contributed evidence and data to the Well-being Assessment and worked together to develop the Well-being Plan. Insights from academia, the third sector and others were also sought in developing the Objectives and steps.</p>	<p>As above</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>The Our Monmouthshire community engagement work carried out during 2016 (over 1400 people engaged with) informed the Well-being Assessment. The plan has been through a 12 week period of consultation which was promoted in the press, in the Hubs, on social media and Monmouthshire Made Open. Workshops were held with people with protected characteristics to gather their views (Access for All forum for older people and people with disabilities and the Youth Forum).</p>	<p>As above</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The aim of each of the objectives is about taking action now in order to prevent problems in the future. For example, implementing a model of early support and intervention for children and families and promoting active lifestyles. We are also developing community capacity and volunteering now in order to prevent an overdependence on institutional care in the future with an ageing population.</p>	<p>As above</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The objectives and steps are all integrated and there are interconnections between many of them. The Plan contains a matrix to demonstrate where these links are. The steps cannot be delivered in isolation from each other and as a programme management process is developed as part of the action plan measures will be taken to ensure that the steps are delivered in an integrated way.</p>	<p>As above</p>

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	<p>The Well-being Plan aims to bring multiple benefits to everyone, but there is a particular focus on younger and older people based on the evidence from the Well-being Assessment.</p>	<p>Each new proposal will need to be assessed individually to consider if it impacts disproportionately of any particular group, for example technology solutions could excluding some older people who are proportionately less likely to be early-adopters of new technology</p>	

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Disability	The Wellbeing Objectives aim to bring multiple benefits to everyone, but the objective on responding to the challenges of demographic change will have particular benefits to people with disabilities.	As above	
Gender reassignment	The Wellbeing Objectives aim to bring multiple benefits to everyone	As above	
Marriage or civil partnership	The Wellbeing Objectives aim to bring multiple benefits to everyone	As above	
Pregnancy or maternity	The Wellbeing Objectives aim to bring multiple benefits to everyone	As above	
Race	The Wellbeing Objectives aim to bring multiple benefits to everyone	As above	
Religion or Belief	The Wellbeing Objectives aim to bring multiple benefits to everyone	As above	
Sex	The Wellbeing Objectives aim to bring multiple benefits to everyone	As above	
Sexual Orientation	The Wellbeing Objectives aim to bring multiple benefits to everyone	As above	

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Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Welsh Language	The Wellbeing Objectives aim to bring multiple benefits to everyone	As above	

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Early intervention and prevention approaches will reduce the number of young people at risk of harm		
Corporate Parenting	The objective on providing children and young people with the best possible start in life will have benefits for all children, including looked after children.		

5. What evidence and data has informed the development of your proposal?

The Public Service Board's (PSB) Well-being Assessment was produced following extensive engagement with contributions from more than 1,400 people and examination of a wide range of data and evidence about what works and future trends such as the changing nature of employment and the impact of environmental factors such as pollution. The data can be viewed at www.monmouthshire.gov.uk/our-monmouthshire.

Additional evidence and information has come from partners workshops held with strategic partnerships through the process of developing the Well-being Plan.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The Well-being Plan has been developed with long term thinking, collaboration, involvement, prevention and integration at its core, and sets out how the PSB will maximize its contribution to each of the seven well-being goals. Where delivery of the individual steps requires the Council to change policy or deliver programmes, separate individual evaluations will be completed as required.

7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress

8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:

The Wellbeing Plan will be reviewed annually, starting in July 2019.

9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	County Council	1 st March 2018	

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SUBJECT:	SUBJECT: INTERGRATED COMMISSIONING AND SECTION AGREEMENT FOR CARE HOMES FOR OLDER PEOPLE IN GWENT REGION
MEETING:	COUNCIL
DATE:	
DIVISION/WARDS AFFECTED:	ALL

1. PURPOSE:

- 1.1 To recommend the establishment of a regional pooled budget in relation to the exercise of care home accommodation functions (in this case care homes for older people) between Monmouthshire County Council, and other Gwent Local Authorities (Blaenau Gwent County Borough Council, Caerphilly County Borough Council, Newport City Council, Torfaen County Borough Council) and Aneurin Bevan University Health Board (ABUHB).
- 1.2 To fulfill the the statutory requirement on Local Authorities and Local Health Boards within the Social Services and Wellbeing (Wales) Act (2014) (SSWBA) which takes effect from April 2018
- 1.3 To advise Members on progress in developing other key elements required by Welsh Government guidance in support of the pooled budget arrangements, namely common contracts and developing an integrated approach to commissioning in the Gwent region.

2. RECOMMENDATIONS:

- 2.1 To approve the pooled budget arrangements for care home accommodation functions to be overseen by the Regional Partnership Board (RPB).
- 2.2 To approve ddelegated powers to the Cabinet Member for Social Care Safeguarding and Health as Monmouthshire County Council member of the RPB in the exercise of those functions, and consideration of any specific arrangements that need to be put in place to meet statutory duties at local and regional level
- 2.2 To confirm the required key elements for these arrangements through development of a formal Partnership Agreement.
- 2.3 To confirm resource implications for the local authority in relation to the pooled budget arrangements and oversight of the pooled budget agreements by the RPB.

2. KEY ISSUES:

Partnership Agreement for Pooled Budget Arrangements for Care Homes for Older People

- 2.1 Partnership and collaboration is a significant element within the SSWBA. Part 9 of the Act is where duties and expectations around partnership working are set out specifically.
- 2.2 Statutory guidance mandates the geographical footprint for regional partnership arrangements for social care and health. The Gwent region comprises 5 local authority areas – Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen. The RPB, which is established on statutory basis with responsibility for undertaking an assessment of population health and social care need, and developing an area plan to meet those needs, comprises ABUHB, 5 Local Authorities, 2 county voluntary service organisations and representatives of the regional citizen’s panel and provider forum.
- 2.3 Development of arrangements to pool funds for care home arrangements between the 5 local authorities and ABUHB has been a major priority for the RPB since its inception. The legal requirement for these arrangements is set out in Section 62, Part 9 of the SSWBA. The establishment of a partnership agreement – known as a Section 33 Agreement - will enable integrated commissioning and pooled funds in relation to the exercise of care home accommodation functions. The aim is for this to be in place by April 2018, subject to approval by all partners to the agreement.
- 2.4 Supported by the National Commissioning Board (NCB) and Welsh Local Government Association (WLGA) the Gwent region has been the pilot area for Wales for developing a Model Partnership Agreement (MPA) for pooled budget arrangements for older people.
- 2.5 The scope of the agreement, and its design principles, were aligned to the draft priorities for older people contained in the Population Needs Assessment (PNA) and the draft Area Plan which is currently the subject of consultation.
- 2.6 A national market analysis of the current size and scope of the care home sector in Wales was conducted in 2016 with a census undertaken at the same point in time across the country. This showed that in 2015/16 there were nearly 18,000 placements by local authorities and health boards, which included 4,877 placements of people funding their own care. There were 21,823 registered beds in care homes for older people on the census date and the combined local authority and health board spend was approximately £369 million. This *excludes* client contributions, third party payments and the fees paid by those individuals who fund their own care.
- 2.7 SSWBA Part 9 Statutory Guidance (Partnership Arrangements) that Regional Partnership Boards will be expected to develop written agreements concerning any formal partnership arrangements which involve a delegation of function
- 2.8 Regulations allow for the partners to enter arrangements for the establishment and maintenance of a fund which is made up of contributions from the partners and out of which payments may be made towards expenditure incurred in the exercise of National Health Service functions or health-related (Local Authority) functions.
- 2.9 This is the ‘pooled fund’ and money from this fund may be used on purposes agreed between the partners (in this case to carry out the Care Home Accommodation Functions) of

the partners jointly, in arranging care for Older People in Registered Homes. While the legislation suggests that the partnership agreement may cover all care home functions Welsh Government expect this to include care homes for older people (over 65) initially.

2.10 The Act envisages that this would be a single fund which removes the traditional health/social care division between partners, offering flexibility in the single fund's use according to locally agreed needs. However, in the Gwent region (and in other regions in Wales) the proposed approach adopted towards the 'mechanics' of the pooled fund arrangement is that at least in its initial stage, the fund **will not share financial risk nor introduce any potential cross-subsidy between the partners**. Any changes to this approach will require further approval by all partners to the agreement.

2.11 Section 33 agreements require the establishment of a named 'pooled fund manager'. Consideration is currently being given to agreeing which of the six partners will assume this role. This will be the subject of a separate report once expressions of interest and recommendations from RPB are known.

Market Analysis of Care Homes for Older People in Gwent

2.12 The pooled fund represents one element of an integrated regional approach to the commissioning of care home provision. A market position statement and regional commissioning strategy is under development.

2.13 Initial market analysis, as at September 2017, shows there were a total of 95 care homes for older people in the Gwent region offering 3,363 beds. The total number of beds comprise 1,871 residential beds, including residential beds for people with dementia and 1,492 nursing beds, including nursing beds for people with dementia.

2.14 55 operators provide care homes in Gwent of which eight operate in more than one locality. 40 providers own and operate just one home. 52% of beds are provided by single home providers. 38 providers, operating 50 homes, are currently commissioned to provide Continuing Health Care Placements.

2.15 8 providers operate in more than one local authority area, three operating across Torfaen and Newport, two across Blaenau Gwent and Caerphilly, one across Newport and Blaenau Gwent, one across Torfaen and Caerphilly and one across Blaenau Gwent and Monmouthshire

2.16 In summary, there is a mixture of sole providers that own and operate one home, medium sized providers that own and operate more than one home and a number of national companies that operate care homes across the region.

2.17 Few homes are registered solely for residential, residential care for people with dementia, nursing or nursing care for people with dementia. Many homes offer a combination of beds, across all types of care e.g. dual registration for residential and nursing or dual residential and nursing care for people with dementia.

2.18 A summary table of current market position for care homes for older people in Gwent is included as Appendix 1.

Current risks and challenges in the care home sector

2.19 One of the anticipated benefits to an integrated regional commissioning approach to care homes is a coherent, strategic approach which will support the sector in its medium and longer term business planning and mitigate the current risks the sector is experiencing.

2.20 The recruitment and retention of registered general nurses and registered mental health nurses is becoming particularly challenging as is the recruitment and retention of registered managers and care staff.

2.21 There is an increasing demand for care provision for older people with mental health conditions such as dementia, in both residential and nursing care homes, whilst there has been a decrease in demand for residential and nursing only provision.

2.22 Across the region, older people are being supported to remain as independent as possible in their own homes for as long as they are able to. As a consequence people entering a care home for older people now older and often require more complex care.

2.23 Bed vacancies do not necessarily align with need as vacancies are often not in the required category of care or in the locality of need. Despite efforts to realign the market to better reflect need, the market can be slow to respond. Providers and are, of course, independent operators.

2.24 There is also evidence that the size, structure, age, layout and location of care homes across Gwent is having an impact on sustainability.

2.25 Rising cost pressures is another a feature that threatens sustainability. It is anticipated that the incremental increases each year until 2020 in the National Living Wage, the growing costs of recruitment and retention, employee pension costs and other costs such as the purchase of equipment will continue to exert an upwards pressure on operating costs.

2.26 The Regulation & Inspection (Wales) Act 2016 becomes extant in April 2018. Care homes will be required to place a much greater emphasis upon the 'statement of purpose' as the driver for business focus and registration criteria. This is intended to bring a greater flexibility for operators as long as they can demonstrate the capacity and capability to deliver. Care home workers are also subject to registration from April 2018, although this will be phased in over several years. There is a need to plan for registration so it does not adversely impact on retention and recruitment.

2.27 As part of developing regional commissioning arrangements, work is being undertaken to ensure that common contractual terms and conditions and a shared approach to contract monitoring become operational alongside pooled budget arrangements.

Risks and Issues in Pooled Budget for Care Homes

2.28 There are risks and challenges that have been identified in relation to joint commissioning and pooled budgets for care home commissioning:

- effective management of a Section 33 Agreement so that there is timely and sufficient local management information.
- ensuring partner budget management and reporting requirements are fully met. The size of the spend on this care provision means that this is vital.
- engaging providers in revised commissioning arrangements in due time and without compromising current provision.
- ensuring joint commissioning arrangements do not cut across individual commissioners care home fees setting arrangements (which are determined at organisational level and approved by each organisation)

2.29 In order to mitigate the risks, the development of a Section 33 Agreement for care home placements draws on the experience and learning from the regional pooled budget arrangements put in place for the Gwent Frailty Programme (refreshed in 2016) and the Gwent Wide Integrated Community Equipment Service (GWICES). It is also recognised that this Section 33 Agreement will be on a much larger scale than anything that has been undertaken previously. This is one of the key reasons that the pooled fund recommended does not include a financial risk sharing arrangement at this stage.

3. OPTIONS APPRAISAL AND EVALUATIVE MEASURES

3.1 A range of options to meet statutory requirements of the SSWBA were developed for consideration by the RPB. Options ranged from the complex and high risk to the relatively simple and low risk.

3.2 The following outcomes have been developed and adopted against which each of the options set out at Section 4.3 below have been measured and evaluated:

- a. A consistent, timely equitable assessment and decision-making process which enables citizens to be supported in the right place at the right time by staff with the right skills.
- b. A consistent regional methodology is established for agreeing fee levels that improves transparency and efficiency for commissioners and care home providers, while recognising local difference and the autonomy of commissioners.
- c. A consistent, efficient and effective regional contract management and safeguarding system is established which could lead to process efficiencies for both commissioners and providers, as well as ensuring that the requirements of the regulatory bodies are met
- d. A cross-stakeholder regional understanding of the care home market is reached leading to a market position that is responsive to population needs and is sustainable for the future.
- e. Use of scarce resources are maximised and value is added

3.3 The following risk factors have also been identified and a risk assessment matrix is set out below in table 2 below.

- Financial Risks
- Political and/or organisational acceptability
- Deliverability due to complexity of task

- Organisational capacity
- Market stability and volatility
- Workforce capacity at operational level
- Service users adversely affected

4.4 The following options were considered in detail by RPB:

- 4.4.1 A Section 33 Agreement that encompasses all residential and nursing care homes for older people over 65 years – full implementation in year 1.
- 4.4.2 A Section 33 Agreement that encompasses all residential and nursing care homes for older people over 65 years (Consolidated Financial Statements (i.e. a pooled budget where contributions by each partner matches the costs committed by each partner) with a view to understanding the market so that the financial risks can be fully explored before committing to full implementation as recommended below).
- 4.4.3 A pooled fund arrangements for all nursing homes registered for people with dementia
- 4.4.4 A lead commissioning arrangement for commissioning and contracting functions is required as a stepped approach to enable and support section 33 arrangements

4.5 The findings of the option appraisal are set out in the tables below:

Option No.	Deliverable in year 1	Timescale proposed	Aggregated Risk Profile	Outcomes met
1. Pool all Care Home funds – full implementation in year 1	No	Year 3	30	a b c d e
2. Consolidated Financial Statements (i.e. a pooled budget where contributions by each partner matches the costs committed by each partner) with a view to understanding the market so that the financial risks can be fully explored before committing to any potential financial risk sharing in future years	Yes	Year 1	5	a b c d e
3. Dementia Nursing	No	Year 2	25	a b c d e
4. Com & contract functions	Yes	Years 1 – 3	16	b c d e

Table 1

RISK MATRIX 1 Low risk 5 significant risk

Risk Factor	Option 1	Option 2	Option 3	Option 5
	Pool all with risk	Virtual Pool year 1 -3	Dementia nursing	Com & Contract
Financial	4	0	3	2
Acceptable	5	1	4	3
Deliverable	5	2	5	4
Capacity	5	2	4	3
Market	3	0	3	1
Workforce	5	0	4	3
Service Users	3	0	2	0
Total	30	5	25	16

Table 2

4.6 Following extensive discussion, the RPB agreed to progress the development of a variation of option two - a non risk sharing Section 33 agreement for older people in residential and nursing care homes. This is essentially a pooled budget where the contributions by each partner match the costs they commit to for their population. This option enables a full assessment of the expenditure in the sector across the region.

5 REASONS:

5.1 That Council consider the scope of exercise of care home accommodation functions to be overseen by the Regional Partnership Board and delegated powers to local authority Cabinet Members of the RPB, and consider any specific arrangements that need to be put in place to meet statutory duties at local and regional level.

5.2 That Council consider the required key elements for this through a formal Section 33 Partnership Agreement that ensures needs of individuals are met as well as local needs and regional adherence to statute, and what service delivery mechanisms may be needed to meet the duties.

5.3 That Council consider resource implications in relation to regional governance arrangements for integrated services, and approve oversight of the Section 33 agreement by Regional Partnership Board

6 RESOURCE IMPLICATIONS:

6.1 A resource mapping exercise has been undertaken to understand the value of the pooled fund. This is presented in detail at appendix 2. In summary, across the Gwent Partnership the spend forecasts indicate a potential pooled fund of £89 million – comprised of £20 million from service user contributions and 69 million from public funding (£32m ABUHB and £37m Local Authorities).

6.2. Using Full Year Estimates this Funds in excess of 900,000 bed days:

- 109,000 long term bed days in LA owned Homes
- 11,000 short term and step up/step down bed days in LA owned Homes
- 600,000 Long term and short term Independent sector bed days (including FNC and step up/step down beds)
- 200,000 Continuing Health Care bed days

6.3 Specifically for Monmouthshire this means pooling our older persons care home budgets, including that of our own care home Severn View which, based on current figures for 2017/18, equates to a gross annually expenditure budget of £6,677,618 and actual annual forecast expenditure of £7,652,283 (excluding income from client contributions and partners). To highlight the proposed agreement is on a non risk sharing basis and as such we will retain local decision making around our pooled budget contribution, especially for our own internal care home Severn View.

7 WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING):

7.1 Residents of care homes for older people have high levels of care and support needs. Safeguarding is, therefore, fundamental to the commissioning of quality care provision with the right model of care and support to meet the needs of their residents. Sufficiency of the right type of care homes, delivered to sustainable business models, is critical in meeting the needs of our most vulnerable of our citizens.

7.2 A Well-being of Future Generations Assessment is included as Appendix 3. Establishment of a pooled budget for care home placements for over 65's provides consistency of opportunity, access, contract arrangements and outcome monitoring assisting statutory bodies to meet those duties placed on them to promote wellbeing set out in both Wellbeing for Future Generations Act and the Social Services and Wellbeing Act.

7.3 A single, combined regional approach to commissioning aims to ensure that there is equity of information provision, needs consideration and exercise of choice as to care home placement, with one common process in accordance with the

8 CONSULTEES:

8.1 Regional Partnership Board – The RPB has provided leadership to the work to develop pooled fund arrangements across the Gwent region, supported by the Regional Leadership Group which comprises senior officers from statutory and third sector partners across the region. The RPB has had detailed discussions to set the direction for this work at its meetings

in September 2017, November 2017 and January 2018. The RPB undertook the considered and, took a decision on, the detailed option appraisal at its meeting in September 2017.

8.2 Regional Care Home Providers and Commissioning Representatives - An event was held on Wednesday 29th November for all care home operators and commissioning representatives. The main purpose of the meeting was to provide operators with an opportunity to comment and where possible to co-produce to common contract development process. A further consultation event took place in January 2018 which forms part of the consultation process on the draft regional contract. A co-productive approach is adopted wherever possible. This is a significant development and sets the 'direction of travel' for joint working in the region, not only between commissioning partners, but also between commissioners and operators.

8.3 There has also been consultation with Social Care and Health Directorate Management Team, Senior Leadership Team and Cabinet.

9.1 BACKGROUND PAPERS:

Appendix 1 Gwent Summary Commissioning Position statement

Appendix 2 Gwent Summary Financial Position Statement

Appendix 3 - Well-being Assessment Template. This must be completed in all cases.

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For a copy of the background papers or for further information about this report, please telephone: Mark Saunders, Service Manager – Regional Commissioning and Partnerships, 07508 021148 mark.saunders@torfaen.gov.uk

Summary table of current commissioned services for care homes for older people in Gwent

	Residential	Dementia Residential	Nursing	Dementia Nursing	Total
Total No. Beds by category of care	896	975	954	538	3,363
Blaenau Gwent	40	159	129	118	446
Caerphilly	322	339	199	66	926
Monmouthshire	208	85	129	133	555
Newport	206	134	354	117	811
Torfaen	120	258	143	104	625
Total Commissioned beds by category of care Gwent Region	615	592	623	489	2,319
LA Commissioned beds by category of care	615	592	417	138	1,762
Blaenau Gwent	34	78	54	17	183
Caerphilly	300	270	83	34	687
Monmouthshire	60	18	47	23	148
Newport	120	110	163	55	448
Torfaen	101	116	70	9	296
ABUHB CHC Commissioned beds by category of care	-	-	206	351	557
Blaenau Gwent	-	-	26	64	90
Caerphilly	-	-	48	41	89
Monmouthshire	-	-	24	69	93
Newport	-	-	71	104	175
Torfaen	-	-	37	73	110
Total Funded Nursing Care payments paid by ABUHB * NB includes Self-funders and LA	-	-	562	236	798

Funded placements					
Blaenau Gwent	-	-	56	57	113
Caerphilly	-	-	118	23	141
Monmouthshire	-	-	107	68	175
Newport	-	-	190	57	247
Torfaen	-	-	91	31	122
Vacancies declared by providers by category of care					
Vacancies declared by providers	103	82	91	13	289
Blaenau Gwent	9	18	3	0	30
Caerphilly	22	26	40	0	88
Monmouthshire	17	12	2	9	40
Newport	33	24	7	3	67
Torfaen	22	11	30	1	64
% of total market	11%	8%	10%	2%	9%

- i. Source Commissioning Task and Finish Group*
- ii. Census date 1st September 2017*
- iii. Further breakdown by Borough is available*

POOLED FUND FOR CARE HOMES - FINANCIAL SUMMARY	2017/18 Budget	Forecast as at 31st July 2017	Forecasted Over/(Under) spend	
	£000s	£000s	£000s	
Total Gross Cost of Residential and Nursing Placements	88,940	89,874	934	note 1
Funded By:-				
Contributions from Service Users	19,925	20,071	146	note 2
Specific Grant Funding	805	808	3	note 3
Income from Public Bodies outside Gwent	40	10	(30)	note 4
Contributions from Reserve Balances	0	43	43	note 5
Partner Contributions into pooled fund:-				
Aneurin Bevan UHB	32,078	32,078	0	note 6
Blaenau Gwent	4,758	4,666	(92)	
Caerphilly	12,784	12,667	(117)	
Monmouthshire	4,764	5,697	933	
Newport	9,052	8,649	(403)	
Torfaen	4,734	5,185	451	
Total Funding	88,940	89,874	934	

NOTES:-

- 1) Includes costs of day care provision at Caerphilly and Newport local authority owned residential homes.
- 2) Includes service user contributions for day care provision at local authority owned residential homes.
- 3) Budget and forecast include £615k Integrated Care Fund grant. The balance relates to Workforce Grant used by CCBC to uplift provider fees.
- 4) Charges to other non-Gwent local authorities for places in Gwent local authority owned homes filled by service users from outside Gwent.
- 5) A one of contribution from Newport County Council reserve balances to fund non-recurring costs included in the forecast of total gross cost.
- 6) Includes £1,592k of section 28a funding. Original budget information for 2017/18 is not available so budget assumed to match forecasts.

POOLED FUND FOR CARE HOMES - ACTIVITY SUMMARY		2017/18 Budget	Forecast as at 31st July 2017	Forecasted Over/(Under)	Comments
		Bed Days per year	Bed Days per year	Bed Days per year	
Local Authority Owned Residential Homes					
Long Term Beds :	Blaenau Gwent	11,680	11,680	0	
	Caerphilly	55,480	55,480	0	
	Monmouthshire	11,680	11,680	0	
	Newport	30,660	30,660	0	
	Torfaen	0	0	0	
	Sub Total Long Term	109,500	109,500	0	
Short Term & Step up/Step Down Beds :	Blaenau Gwent	1,460	1,460	0	Short term only
	Caerphilly	6,205	6,205	0	Includes 3,650 step up/down
	Monmouthshire	0	0	0	
	Newport	3,650	3,650	0	step up/down only
	Torfaen	0	0	0	
	Sub Total Short Term	11,315	11,315	0	
Independent Sector Provision (long Term and Step Up/Step Down)					
Commissioned by:	Blaenau Gwent	71,003	71,003	0	see note 1
	Caerphilly	155,125	157,630	2,505	see note 1
	Monmouthshire	61,320	74,155	12,835	see note 1
	Newport	124,018	122,534	(1,484)	see note 1
	Torfaen	125,527	119,634	(5,893)	see note 1
	Funded Nursing Care ABUHB only	74,806	67,499	(7,307)	see note 2
	Sub Total Independent Sector Provision excluding CHC	611,799	612,455	656	
	CHC places Commissioned by ABUHB	200,787	200,787	0	
	Total Independent Sector	812,586	813,242	656	
	GRAND TOTAL RESIDENTIAL AND NURSING PROVISION	933,401	934,057	656	

Notes:-

- 1) These figures include FNC bed days that attract both ABUHB funding and local authority funding.
- 2) This is the the number of FNC bed days that attract ABUHB funding but do not attract local authority funding. This is likely to be due to self-funding service users. ABUHB contribute to 284,528 FNC bed days in total (Budgeted and Forecast).
- 3) Also, 7,920 days of day care are provided in Caerphilly CBC owned homes and 3,750 days of day care are provided in Newport CC owned homes.

WELL-BEING ASSESSMENT TEMPLATE

Project Description (key aims): *This is not a project – but outline of a statutory requirement under Act, which places a number of duties on local authorities and on statutory partners.*

Section 1) Complete the table below to assess how well you have applied the 5 ways of working.



Integration

1. *How does your project / activity deliver economic, social, environmental & cultural well-being?*

Regional Partnership Boards, on local health board footprint, are a statutory requirement under the Well-Being Act (Wales) 2014. This activity confirms that these requirements are met and is set to ensure best use of available resources through pooling funds.



Long-term

2. *How does your project / activity balance short-term need with the long-term and future needs?*

This link may help you with long term planning: <http://www.wlga.gov.uk/sustainable/better-long-term-decision-making-l-a-resource-for-local-government>

The whole emphasis with RPB's, Joint statements of Strategic Intent, and joint working of care home placements is geared to meeting known short term care provision and long term planning in relation to projected needs, based on population growth for older people.



Prevention

3. *How does your project / activity put resources into preventing problems occurring?*

A pooled budget approach combines partner resources to take a holistic and joined up approach to meet needs, so as to provide the right services at the right time and in the right place. It fits with strategic direction for health and social care.



4. *How does your project / activity involve working together with partners (inter-agency) to achieve objectives?*

Regional Partnership Boards, and joint planning as to commissioning of care home services to do this demonstrates better working together – spanning not just statutory bodies and service provider representatives.

Collaboration



5. How does your project / activity involve stakeholders with an interest in achieving those stakeholders reflect the diversity of the area?

These links may help you think about involvement: National Principles for Public Participation: www.participationcymru.org.uk

National Participation Standards for Children and Young People: <http://www.childparticipation.org.uk>

Involvement

The required membership of Regional Partnership Boards does have a cross sector, citizen and carer representation. Joint commissioning arrangements for co-alignment of 'support' functions, such as information provision, available service user experience to allow a common approach to outcomes, and a constant and equal representation across the region.

Section 2) Assess how well your project / activity will result in multiple benefits for our communities and our goals (use **Appendix 1** to help you).

Description of the Well-being goals	How will your project / activity deliver benefits to our communities under the national well-being goals?	Is there any impact on our national well-being goals?
<p>A prosperous Wales</p> <p>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>Putting in place statutory joint commissioning and pooled budget arrangements is expected to allow for better joint use of resources across health and social care, including workforce support and development in a critical part of the care sector.</p>	<p>No negative impact</p>
<p>A resilient Wales</p> <p>A nation which maintains and enhances a</p>	<p><i>No direct impact to biodiversity and ecological resilience, but jointly commissioning care home</i></p>	<p>No negative impact</p>

biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).

A healthier Wales

A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

A more equal Wales

A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

A Wales of cohesive communities

Attractive, viable, safe and well-connected communities.

A Wales of vibrant culture and thriving Welsh language

A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

A globally responsible Wales

A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes

placements for older people across health and social care does allow for reduced environmental impact if there is a focus on the right care at the right time and in the right place – not least in aiding families to be close to where care support is arranged.

Joint commissioning arrangements for care homes, including consistency as to information provision, choice and assessment, are all measures to impact positively on overall health and wellbeing.

The Social Services and Wellbeing Act links closely with preceding Disability and Equality legislation, and any new specific service developments (of care homes) will need to go through Equality Impact assessment (EIA), noting that care homes and pooled arrangements, are focused to the older adult age group.

Regional Partnership Board arrangements, allied to joint statements of Strategic Intent, and planning for care closer to home, are all measures to allow for greater involvement of citizens in the planning and delivery of services to meet their wellbeing outcomes.

Publication of information in the public domain will need to comply with Welsh Language measures, in line with all other information developed by local authorities and local health boards

Regional Partnership Board arrangements, allied to joint statements of Strategic Intent, and planning for care closer to home, have strong potential to improve overall well being in the region, although the focus is on those citizens

No neg

No neg

No neg

No neg

No neg

account of whether doing such a thing may make a positive contribution to global well-being.

in need of care and support.

Section 3) Will your project / activity affect people or groups of people with protected characteristics? Explain positive impacts or minimise any negative impacts.

Protected characteristics	Will your project / activity have any positive impacts on those with a protected characteristic?	Will your project / activity have any negative impacts on those with a protected characteristic?	Is there any impact on protected characteristics?
Age	Yes	No	Better social
Disability	Yes	No	Better social
Gender	Yes	No	Better social
Gender reassignment	No	No	Plannin expect
Marriage and civil partnership	No	No	Plannin expect
Pregnancy and maternity	No	No	Plannin expect
Race	No	No	Plannin expect
Religion or Belief	No	No	Plannin expect
Sexual orientation	No	No	Plannin expect

Section 4) Identify decision meetings for project/ activity e.g. Cabinet, Council or delegated decisions taken by Chief Officers.

Decisions are as set out in Cabinet report, to approve statutory arrangements under Social Services and Welfare Act 2001 across Health and Social Care as set out in Joint statements of Strategic Intent.

Officer Name and Job Title: David Williams

Date: May 2017

Theme Lead, Regional Transformation Team

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