



Well-being Objectives and Statement 2017



monmouthshire
sir fynwy

Version Control

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| Title | Well-being Objectives 2017-18 |
| Purpose | <p>This plan outlines the council's responsibility under the Well-being of Future Generations (Wales) Act 2015 in carrying out sustainable development to:</p> <ul style="list-style-type: none"> • Set and publish well-being objectives • Take all reasonable steps to meet those objectives • Publish a statement about well-being objectives • Detail arrangements to publish an annual report of progress <p>This plan outlines the council's responsibility to publish its Improvement Objectives in line with the plans for the year ahead as outlined in section 15(7) of the Local Government (Wales) Measure 2009 and shows how the council is delivering the 7 aspects of improvement.</p> |
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| Review Frequency | Annual or more frequently if evidence becomes available that requires one or more of the well-being objectives to be reviewed |
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Welsh Language and Alternative Formats

In line with the council's Welsh Language Scheme, a Welsh language version of the Plan will be available on the council's bilingual website.

Y Gymraeg a fformatau eraill

Yn unol â Chynllun Iaith Gymraeg y Cyngor, bydd fersiwn Gymraeg o'r Cynllun Gwella ar gael ar wefan ddwyieithog y Cyngor

We can also provide this document in Braille, large print, on tape or in electronic form. If you would like a copy in a different format please contact our Equality and Welsh Language Officer by:

Phone: 01633 644010 or 07793798920

Fax: 01633 644666


e mail: equality@monmouthshire.gov.uk


If you want to comment on the council's well-being objectives give your thoughts on issues that you feel should be considered as part of the council's approach to well-being, please get in touch.

We have included a short form for feedback at the end of this plan. You are welcome to use this and return it to us via post or e-mail. However we welcome all views however you wish to supply them.

 improvement@monmouthshire.gov.uk

 www.monmouthshire.gov.uk/improvement

 Matthew Gatehouse, Policy and Performance Manager, Monmouthshire County Council, County Hall, Usk, NP15 1GA

 01633 644397

 @MonmouthshireCC

Introduction

Over the coming years the shape of public services in Wales is likely to change significantly. Influenced by two very significant pieces of Welsh legislation, The Well-being of Future Generations Act and The Social Services and Well-being Act public services think more about the long-term, work better with people and communities, look to prevent problems before they arise and take a more joined-up approach.

The Future Generations Act is changing the way in which we plan, encouraging us to look ahead in ten and even 25 year time frames. Reducing budgets, increasing demand and higher public expectations mean that we cannot keep delivering public services using the same approach. It is vital that we look to the future and identify new ways of doing things which we have been undertaking in the last few years. The Future Monmouthshire programme has been designed to be aligned with the principles of the Future Generations Act. The work is looking at balancing the short term needs to give ourselves the thinking space to solve some of our big challenges facing our county.

Before we set our well-being objectives we needed to further understand some of the information about Monmouthshire, its people and environment. The Public Service Board's [Well-being Assessment](#) has provided us with a rich understanding of the assets in Monmouthshire and the challenges and opportunities that we have taken into consideration alongside existing strategies, policies and legislation to develop our objectives.

To support the delivery of the well-being objectives we also have to ensure that our organisation continues to meet the needs of residents, visitors and businesses in the here-and-now. The plan contains some key actions that will be undertaken across services to enable us to do this.

We are required to have Well-being Objectives in place by 31st March 2017. Following the local government elections in May 2017 we will work with the incoming councillors to further develop the actions and measures that will be put in place to deliver the well-being objectives. The objectives will be presented to the new council for endorsement.

As a member of the Public Service Board we will work with other public services and the voluntary sector on the production of a local well-being plan, including well-being objectives, for the whole county, as distinct from these objectives that are focused on the council. These need to be in place by May 2018.

Vision for Monmouthshire

We want to enable the building of sustainable and resilient communities that support the well-being of current and future generations.

This vision is at the heart of everything we do to improve the economic, social, environmental and cultural well-being of Monmouthshire. We will consider sustainable development in how we plan and deliver our well-being objectives and contributing to the achievement of the seven national well-being goals for Wales.

Every contact with us will be focused on what matters to individuals and building sustainable and resilient communities. Our values reflect who we are, how we do things and how we are shaping the future:

Openness: We're 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 can't 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 – as we want everyone to trust us.

Fairness: We provide a fair choice, to help people and communities thrive. If it doesn't seem fair we'll listen and help explain why. We will always try to treat everyone fairly and consistently. Tell us if you're not happy, we will listen and explain why we did what we did – we don't make all of the rules but we have to follow them. We'll try to make every contact with us as consistent as possible – as that's fair.

Flexibility: We are flexible and constantly changing to help the county thrive now and in the future, finding new ways to work with you and our partners to empower you to do business, travel and generate growth. Embracing all the opportunities that new technology and data provide.

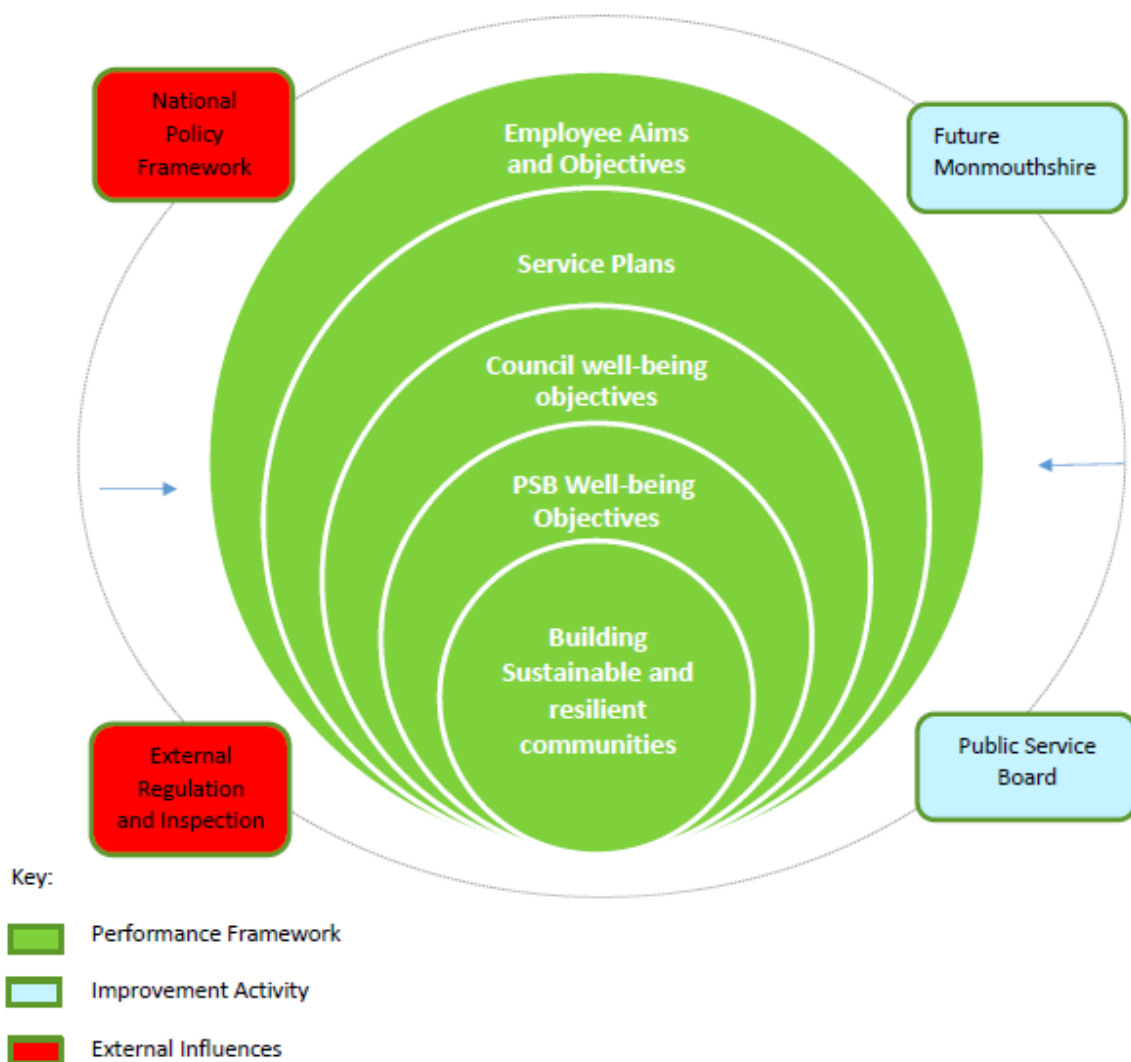
Teamwork: We'll work with you and our partners to support and inspire everyone to get involved so we can achieve great things together.

This plan sets out the further information about how we will plan, govern, deliver and evaluate our well-being objectives in carrying out sustainable development.

Our Improvement Framework

In Monmouthshire it's even more than the place, it's the people. Not just those on the council's payroll but all of the people who work with us in delivering services and achieving value for money. Our Improvement Framework makes sure that everyone is pulling in the same direction to deliver real and tangible outcomes.

Building Sustainable and resilient communities is the unifying purpose for the diverse range of services for which we are responsible. We are also a partner in the Public Service Board. Which will published a well-being plan for the county in 2018. The council's own well-being objectives are set by councilors based on the same well-being assessment. Each of our teams has a service plan that aligns to the objectives we are striving to achieve and we have a range of key performance indicators so that we can keep track of our progress. Our employee aims and objectives show how the contributions that individual colleagues make to these objectives and delivering the organisations vision in accordance with our values.



Our Improvement Framework is underpinned by a range of plans that guide our actions to improve services. These are:

Public Service Board Well-being Plan

The Public Service Board will produce a local well-being plan in 2018

Monmouthshire County Council well-being objectives

Set out the council's well-being objectives for carrying out sustainable development and maximise the contribution to achieving the wellbeing goals.

Asset Management Plan

Describes how we manage our land and property portfolio

Medium Term Financial Plan

Sets out the financial challenges we face & how we will meet these challenges

People Strategy

The strategy connects people to purpose to improve performance and deliver better outcomes

i-County

The steps we will take to develop our digital offer in our services and communities

Local Development Plan

Our proposals and policies for future development and use of land

Chief Officer Plans

The council's Chief Officers publish an annual report that shows how they and their teams are performing, their plans for the year ahead and contribution to delivering sustainable development.

Chief Officer Report Social Care & Health

Chief Officer Report Children & Young People

Chief Officer Report Enterprise

Chief Officer Report Resources

Service Plans

Each service has a plan that evaluates performance, plans actions for the year ahead, includes metrics to monitor performance and manages risks.

Employee Aims and Objectives

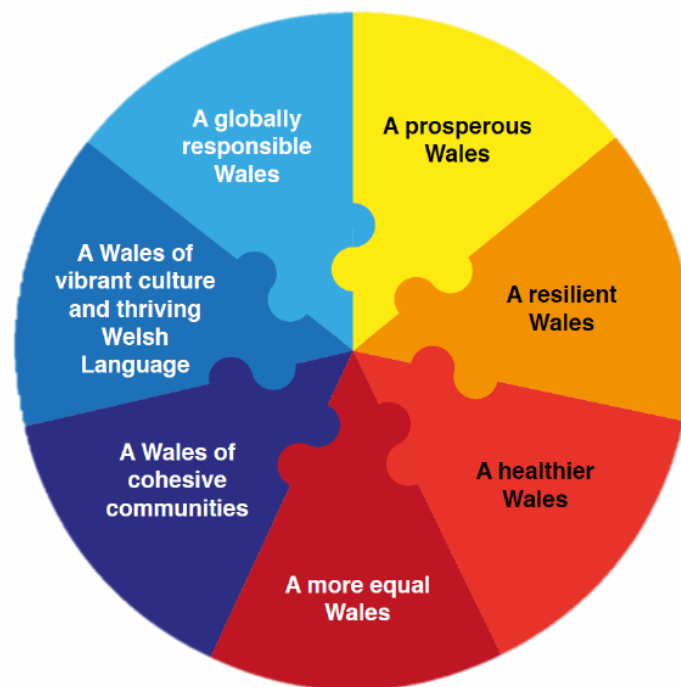
Employee appraisals, called *check-in-check-out*, enable individuals and teams to outline the values and performance that is relevant in their role and connects them to the purpose of the organisation.

Setting the Wellbeing- Objectives

The well-being objectives will be placed at the heart of how we carry out sustainable development and improve the economic, social, environmental and cultural well-being of the county. A range of evidence, legislation and policy that guides the council's decisions has been considered shaped the development of these objectives.

The Well-Being of Future Generations Act

The Well-being of Future Generations Act is the fundamental legislation that requires us to carry out sustainable development, this should ensure that present needs are met without compromising future generations in meeting their own needs. When carrying out sustainable development, we have to publish well-being objectives which are designed to maximise our contribution to achieving each of the seven wellbeing goals and take all reasonable steps to meet the objectives. The seven wellbeing goals are shown in the diagram below.



In planning our services and taking action to meet our wellbeing objectives we must consider, but also demonstrate that we have applied, the following sustainable governance principles in our decision making:

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

All the current decisions made by the council and its cabinet are assessed using a Future Generations Evaluation which ensures equality and sustainable development are considered fully in the decisions we take.

The Act also puts a well-being duty on specified public bodies to act jointly via Public Service Boards (PSB) to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals.

The four statutory members of the Public Service Board, or 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 Gwent Police, Monmouthshire Housing Association, Melin Homes and voluntary organisations represented through the Gwent Association of Voluntary Organisations. Public Service Boards have a planning responsibility to prepare and publish an assessment of local well-being, produce a local well-being plan by May 2018 and report annually on its progress. The local well-being plan will provide important evidence that will inform any revisions to the council's well-being objectives.

The Act also places a duty on certain community and town councils to take all reasonable steps towards meeting the local objectives included in the local well-being plan. A community or town council is subject to the duty only if its gross income or expenditure exceeds £200,000. In Monmouthshire have 34 community and town council and have begun to work more closely with these in five clusters which mirror the geographies used as part of the well-being assessment.

Wellbeing Assessment

Monmouthshire Public Service Board has produced its draft Well-being Assessment for the county. This will help to shape the future of the area and its communities.

The assessment draws together findings from data, academic research and policy papers and the views of local people. It is made up of different sections. It considers the economic, social, environmental and cultural well-being of Monmouthshire as a whole. It also provides profiles of more localised areas loosely clustered around our five largest settlements: Abergavenny; Monmouth; Usk; Chepstow and Caldicot. There is a section on future trends and a conclusions section that draws out some of the main messages that the Public Service Board will need to consider. This information has been used to inform the council's well-being objectives while further consideration will be given to the assessment in future reviews of the objectives.

Social Services and Well-being Act and Safeguarding

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

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

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

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

Improvement Objectives

The council is still required under the Local Government (Wales) Measure 2009 to set annual Improvement Objectives and produce an improvement plan. In order to deliver sustainable development the council recognises that the setting of wellbeing objectives needs to be at the heart of the council's improvement framework and therefore has decided to combine the two requirements to provide a set of clear objectives of the council. This plan discharges the council's responsibility to publish its Improvement Objectives in line with the plans for the year ahead as outlined in section 15(7) of the Local Government (Wales) Measure 2009 and shows how the council is delivering the seven aspects of improvement.

Future Monmouthshire

Members have asked for a clear plan to be developed for the county and council that will make sure we remain relevant and viable for the next generation, while continuing to meet the needs of residents, visitors and businesses in the here-and-now. This work is called Future Monmouthshire. The Future Monmouthshire programme has been designed to align with the principles of the Future Generations Act.

The work is being considered in two parts. In the medium to long term to meet the needs of future generations we need to keep our eyes open and our heads up to adopt some of the new solutions around the UK and the wider world that could work here in Monmouthshire – we call this “keep on growing”. In the short term we still need to balance our budgets to give ourselves the thinking space to solve some of our big challenges – the “keep on going”. This work will inform the current and any future developments of the council's well-being objectives

Equality and Welsh Language

The council has a long standing commitment to equality and diversity. Our second Strategic Equality Plan was published in April 2016 and sets the council's objectives to ensure we deliver better outcomes for people with protected characteristics such as race, gender, disability or age. This is clearly aligned with the well-being goals set by Welsh Government and is a legal responsibility under The Equality Act 2010 – but above all else it is important to us as it is the right thing to do.

The two substantial assessments of need and wellbeing (Well-being assessment and Population Needs Assessment) will be used to review our Strategic Equality Plan with it anticipated to be updated again later in 2017.

The authority recognises that the Welsh language is central to the goals introduced as part of the Well-being of Future Generations Act to ensure we are still able to maximise our contribution to a Wales of vibrant culture and thriving Welsh language.

The Welsh Language standards place a legal duty on councils to make it easier for people to use services through the medium of Welsh. They include making it clear that organisations welcome correspondence with the public in Welsh and also making the meeting agendas and minutes available bilingually. The council has set a Welsh Language Strategy for 2017 – 2022, which is a requirement of the standards and sets out a vision of how the Welsh Language will look in Monmouthshire in 5 years' time and targets to achieve that vision.

In March 2016 we offered households the opportunity to state a language preference for their dealings with us. We now maintain a record to ensure that we write and speak with people in the language of their choice. If you have yet to state a preference you can do so by e-mailing cymraeg@monmouthshire.gov.uk or telephoning 01633 644680.

United Nations Convention on the Rights of the Child

The United Nations Convention on the Rights of the Child is an international convention which sets out the civil, political, economic, social and cultural rights of children. The Welsh Government has summarised the UNCRC into [Seven Core Aims](#) which should underpin the working practice of any service or organisation working with children and young people, nationally and locally. We need to consider how we can support children and young people to realise their rights and seek their involvement in setting well-being objectives.

Poverty

The well-being assessment identifies there is inequality between communities and within communities in Monmouthshire. There are many different factors and reasons behind poverty, the well-being assessment assesses some of the key poverty related social, economic, environment and cultural issues in the county as a whole and more localised areas, for example, rural communities can be more prone to poverty than urban areas. In setting well-being objectives we have considered the different aspects of poverty and clearly identify any actions we are taking to address the needs of children and families living in low income households.

Biodiversity and resilience of ecosystems duty

Section 6 of the Environment (Wales) Act 2016 places a duty on public authorities to seek to maintain and enhance biodiversity where it is within the proper exercise of their functions. In doing so, public authorities must seek to promote the resilience of ecosystems. This means that the council must take a pro-active approach to improve and not reduce biodiversity when carrying out its functions. A number of services have contributed to the development of a Biodiversity and Ecosystem Resilience Forward Plan to meet this duty and provides evidence that has been used to inform the council's wellbeing objectives.

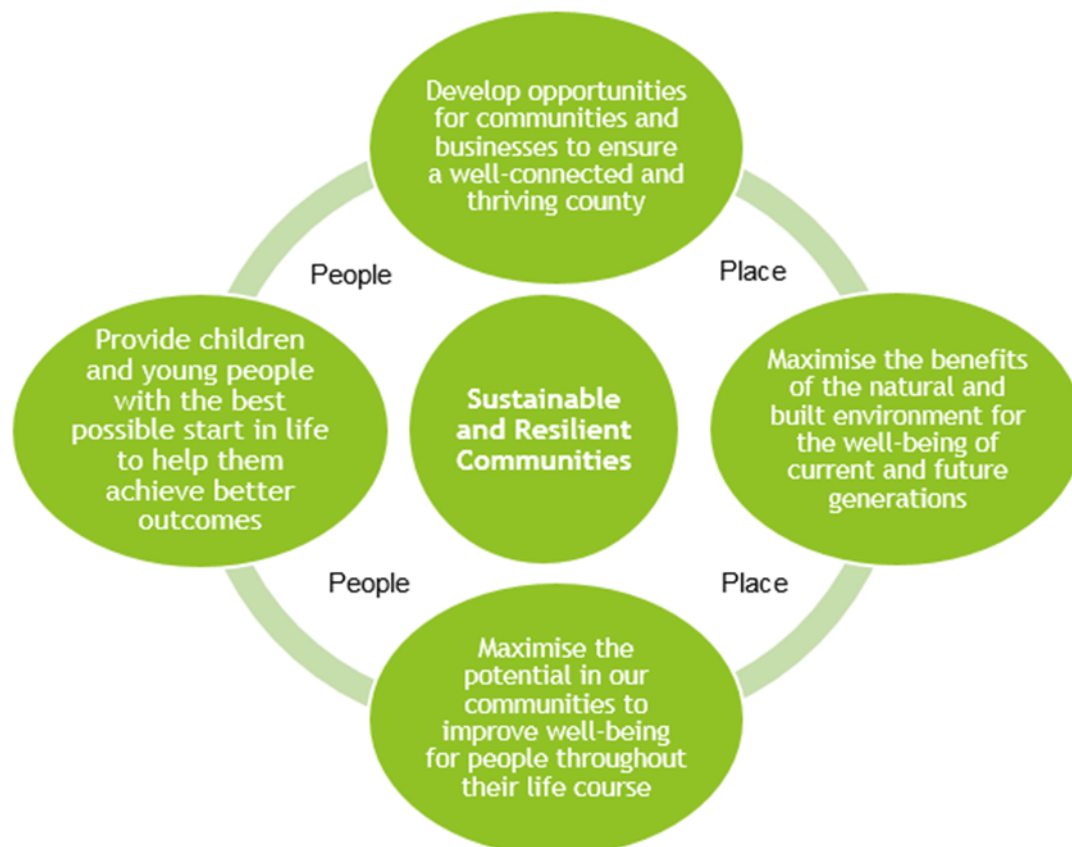
The Wellbeing Objectives

The well-being objectives we have set bring together the evidence, policy and legislation currently available to set out how we will strive to deliver a public service that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Each objective sets out the aim or goal of what we want to achieve, the rationale for choosing the objectives, the national well-being goals contributed to, examples of the types of steps that will be taken to meet the objectives in the short, medium or long term as well as the national wellbeing goals that we could contribute to. Specific actions to deliver the objectives and metrics to evaluate progress will be further developed and included in the objectives for endorsement by council post elections in May 2017.

Integration

The objectives bring together key areas that will impact on delivering the objectives, broadly these are based around people and place, as shown in the diagram below. Many of the areas in each objective are connected and integrating the activity to deliver each objective is vital for them to maximise their impact.



The shift in focus in the wellbeing objectives means that activities will necessarily be focused on longer term challenges at a community level rather than some of the internal process issues and outputs that could sometimes be found in its predecessor, The Improvement Plan. It will take a longer time for measurable change to be evidence although there will continue to be milestones that can be used to track our improvement journey.

The Well-being assessment of the county will not be finalised until April 2017, the local government elections take place in May 2017 and publication of the PSB well-being objectives will not be until 2018 it is prudent that the well-being objectives are kept under review through this period.

Contribution to well-being goals

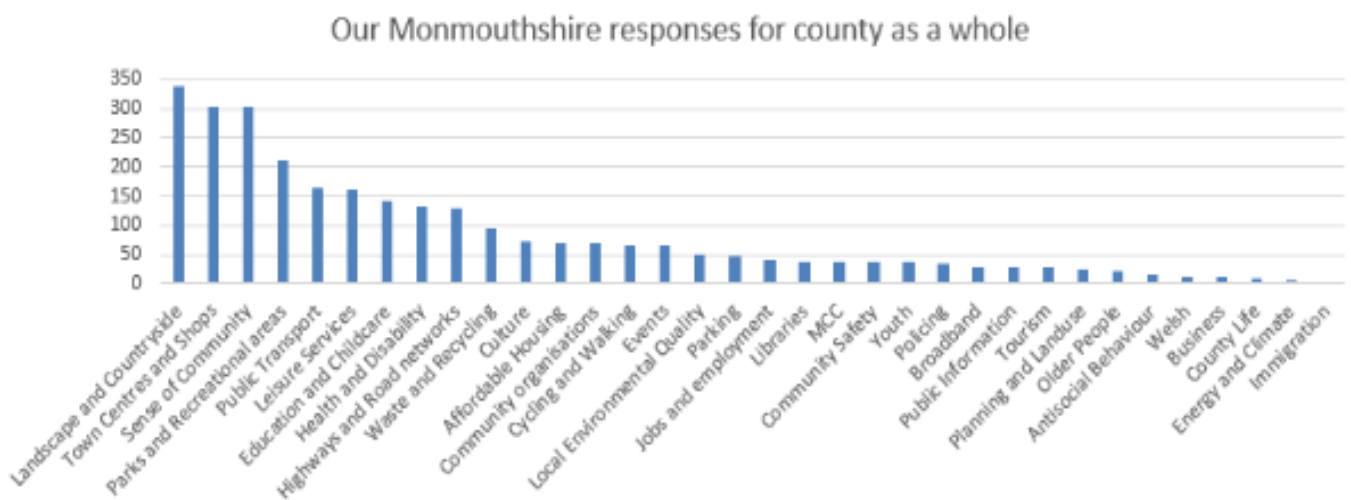
The table demonstrates how each of the four well-being objectives contribute to the national well-being goals. The bold colours indicate a direct contribution to achievement of the goal and pale colours indicate where there will be a less direct contribution. Every goal is directly contributed to by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

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

Engagement

Between August and December 2016 staff from public services in Monmouthshire attended over 80 events, speaking to more than a thousand people as part of the “Our Monmouthshire” engagement process. We asked two questions: ‘What is good about where you live?’ and ‘What could make it even better?’ Maps of each of the five areas were produced, together with fact cards which gave some short social, economic, environmental and cultural facts about the area and future trends to frame the conversations stimulating discussion and ideas.

The following chart shows the number of comments by theme for the county as a whole: This has helped us understand the issues that matter most to people in Monmouthshire. We have used the things people have told us through Our Monmouthshire, combined with data, statistics and research, to produce the well-being assessment. The well-being assessment has been used to inform the council’s well-being objectives with further consideration being given to the assessment in future reviews of the objectives.



Reviewing the Objectives

The well-being objectives will be reviewed annually and a report detailing progress made in the financial year produced and published no later than the following October, this will be scrutinised by select committees and reported to full council. The review will assess whether or not the well-being objectives are appropriate to the extent that:

- they will contribute to the achievement of the well-being goals,
- whether we are taking all reasonable steps to meet them, and;
- they remain consistent with the sustainable development principle.

Progress on the objectives will also be reported at least annually to the council’s select committees, recognising that the impact made by the objectives may not be clearly demonstrable over short timescales.

The guidance for the Act is clear, that outside of this we can decide when we want to review and/or amend one or more of the well-being objectives providing it is based on the extent to which it maximises its contribution to the well-being goals and is consistent with the five Sustainable development principles and draws on the best possible evidence.

How we will assess our effectiveness

We will assess our progress against each well-being objective on a scale of 1 to 6 based on the following principles and the evidence of the progress and impact made:

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

Wellbeing Objectives template explained

| | |
|---|---|
| Wellbeing Objective: | <i>This sets the aim or goal of what we want to achieve over the short/medium/long term. The actions set out below will contribute to this.</i> |
| Why have we chosen this? | <i>This describes the reason why we have chosen to focus our time and resource on this objective.</i> |
| Well-being goal contributed to: | <i>This identifies, by highlighting, which of the well-being goals the objective will contribute to achieving</i> A prosperous Wales A resilient Wales A healthier Wales A more equal Wales A Wales of Cohesive Communities A Wales of vibrant culture and thriving Welsh Language A globally responsible Wales |
| What will we do? | <i>This provides examples of some of the action we will take that will contribute to delivering the objectives</i> |
| National well-being indicators associated with the objective | <i>These indicators have an important role in helping to measure the longer term progress made towards achieving the objectives. These indicators will often not measure the performance of an individual action or even, in some cases, the council as an individual public body but provide useful evidence in understanding the longer term progress that is being made which is in line with the principles of the Future Generations Act that focus on longer term planning. We will review the indicators associated with the objective once specific actions have been identified.</i> |
| Further development | We will develop the further details on “what we will do” and metrics to track the progress we are making for each objective following Council in March 2017, this detail will be taken back to council for endorsement after the elections in May 2017. |

Objective 1

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|---|---|
| Wellbeing Objective: Provide children and young people with the best possible start in life to help them achieve better outcomes | |
| Why have we chosen this? | <p>The first thousand days of a child's life from conception to their second birthday has a significant impact on their outcomes and those of future generations. Adverse childhood experiences have a negative impact on people's long term health and economic prospects and can be perpetuated through the generations. Increasing healthy behaviours in these stages of a child's life will improve their life chances and there is a role for the council, working in partnership with others to address this.</p> <p>A fifth of children in the county are overweight or obese by the age of five with an estimated one hundred classrooms of obese children in the county.</p> <p>High levels of attainment in our schools can mask variation in attainment in different areas with strong links between poverty and lower attainment. Attainment rates in primary schools are not maintained through key stages 3 and 4. A further challenge is whether young people are being equipped with the skills for a changing job market which is influenced by globalisation and automation with Pisa results showing that children in Wales can lag behind those in other developed nations.</p> |
| Well-being goal contributed to | <p><i>A prosperous Wales</i> <i>A healthier Wales</i> <i>A more equal Wales</i> <i>A Wales of vibrant culture and thriving Welsh Language</i></p> |
| What will we do? | |
| <p>This could include things like: The Team Around Family; Partnership working to address Adverse Childhood Experiences; Increasing opportunities for exercise and reducing obesity; Improving educational attainment at all key stages; Safeguard children to enable them to have effective life chances; equipping learners with opportunities, skills and behaviours needed to realise their potential; Delivering the Welsh in Education Strategic Plan</p> | |
| National well-being indicators associated with the objective | |
| <p>Percentage of live single births with a birth weight of under 2,500g.; Healthy life expectancy at birth including the gap between the least and most deprived; Measurement of development of young children; Percentage of pupils who have achieved the "Level 2 threshold" including English or Welsh first language and Mathematics, including the gap between those who are eligible or are not eligible for free school meals. (To be replaced from 2017 by the average capped points score of pupils); Percentage of children who have fewer than two healthy lifestyle behaviours (not smoking, eat fruit/vegetables daily, never/rarely drink and meet the physical activity guidelines); Percentage of people in education, employment or training, measured for different age groups; Percentage of people who speak Welsh daily and can speak more than just a few words of Welsh; Percentage of people who can speak Welsh.</p> | |

Objective 2

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|---|--|
| Wellbeing Objective: | Maximise the potential in our communities to improve well-being for people throughout their life course |
| Why have we chosen this? | Monmouthshire has an ageing population with the number of over 85s set to increase by 186% in the next 25 years. This creates challenges but also brings many opportunities. Public services cannot continue to meet needs in the same way yet Monmouthshire has high levels of volunteering and social capital. By taking an asset and place based approach there is an opportunity to improve well-being within communities while reducing the future demand on public services by keeping people well for longer. |
| Well-being goal contributed to | <i>A prosperous Wales</i> <i>A resilient Wales</i> <i>A healthier Wales</i> <i>A more equal Wales</i> <i>A Wales of cohesive communities</i> |
| What will we do? | This could include things like: Transformation of adult social care; <i>A County That Serves</i> volunteering programme; improving community governance arrangements; developing clearer support for groups interested in developing local solutions; Developing a community leadership academy. |
| National well-being indicators associated with the objective | 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 agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat each other with respect; Percentage of people who volunteer; Percentage of people who are lonely; Mean mental well-being score for people. |

Objective 3

| | |
|---|---|
| Wellbeing Objective: | Maximise the benefits of the natural and built environment for the well-being of current and future generations |
| Why have we chosen this? | <p>Residents who responded to <i>Our Monmouthshire</i> engagement clearly emphasised the landscape and countryside as being of great value. The environment, both natural and built, is an asset that needs to be valued and protected for future generations, while also equally be accessible, promoted and enhanced for its contributions to culture, the economy, society and health and well-being.</p> <p>Our natural resources are also under many pressures including from development, climate change, the need to produce energy and more. Managing our natural resources responsibly is essential to ensure our long term well-being, we have a responsibility to continue to play our part in mitigating to prevent changes to our natural resources as well as adapting to protect our communities and infrastructure from the inevitable effects of changes. We also have responsibilities under the Environment (Wales) Act 2016 to support Biodiversity and Ecosystem Resilience.</p> |
| Well-being goal contributed to | <ul style="list-style-type: none"> A prosperous Wales A resilient Wales A healthier Wales A Wales of cohesive communities A Wales of vibrant culture and thriving Welsh language A globally responsible Wales |
| What will we do? | This could include things like: Implement the Biodiversity and Ecosystem Resilience Forward Plan; Maximising the benefits from Green Infrastructure; improving access to the countryside; promoting tourism; Renewables; Energy efficiency |
| National well-being indicators associated with the objective | 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; The Ecological Footprint of Wales; Amount of waste generated that is not recycled, per person; Emissions of greenhouse gases within Wales; Emissions of greenhouse gases attributed to the consumption of global goods and services in Wales; Areas of healthy ecosystems in Wales; Status of Biological diversity in Wales; Percentage of surface water bodies, and groundwater bodies, achieving good or high overall status. |

Objective 4

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|---|--|
| Wellbeing Objective: Develop opportunities for communities and businesses to ensure a well-connected and thriving county | |
| Why have we chosen this? | <p>Monmouthshire is often perceived as an affluent county and many measures of the economic and labour market reflect this, although these headline measures mask some clear disparities, including wage levels available locally are low, property prices are high and many people commute out of the County to work. There are pockets of inequalities between and within communities, with factors causing poverty sometimes varying between urban and rural communities.</p> <p>In order to enable the county to thrive we need to ensure there is sufficient transport infrastructure, housing and job opportunities available locally for people, particularly younger generations, to live and work in the county. We can't do this alone and we can't plan for Monmouthshire in isolation. We will need to work closely with private, public and third sector partners to plan for opportunities across South East Wales and beyond.</p> |
| Well-being goal contributed to | <ul style="list-style-type: none"> A prosperous Wales A resilient Wales A healthier Wales A more equal Wales A Wales of cohesive communities A globally responsible Wales |
| What will we do? | |
| <p>This could include things like: Cardiff Capital Region (CCR) City Deal; South Wales Metro scheme; Improvements to rural transport; broadband improvements; Increasing the land supply for homes and businesses; Schemes to address rural poverty; the diversification of farming; Attracting new industries to increase wage levels to bring people out of poverty and narrow the gender pay differential.</p> | |
| National well-being indicators associated with the objective | |
| <p>Gross Value Added (GVA) per hour worked; Gross Disposable Household Income per head; Percentage of businesses which are innovation-active; Percentage of people in employment who are on permanent contracts (or on temporary contracts, and not seeking permanent employment) and who earn more than 2/3 of the UK median wage; Gender pay difference; Percentage of people living in households in income poverty relative to the UK median: measured for children, working age and those of pension age; Percentage of people living in households in material deprivation; Percentage of people moderately or very satisfied with their jobs; Percentage of people in employment; Percentage of people in education, employment or training, measured for different age groups; Number of households successfully prevented from becoming homeless per 10,000 households; Percentage of people satisfied with their ability to get to/ access the facilities and services they need.</p> | |

How we will Support the Objectives

To support the delivery of the well-being objectives, which are focused on the outcomes that enhance the quality of life of citizens and communities, we also have to ensure all aspects of the council are working in a way that is in accordance with the sustainable development principles and ensures we remain relevant and viable for the next generation, while continuing to meet the needs of residents, visitors and businesses in the here-and-now.

- We will plan to develop our workforce to meet the future skills and requirements of public service delivery whilst ensuring the well-being of staff.
- We will plan our budgets to meet difficult financial circumstances.
- We will work to enable users of our services to access them in an efficient and effective way, including advancing our use of technology and digital infrastructure.
- We will develop our use of data to strengthen how we plan and deliver services and open up our data to help solve some of our problems and improve accountability.
- We will optimise our land, buildings and assets to contribute to truly sustainable and resilient communities.
- We will develop a clear plan that will make sure we remain relevant and viable for the next generation, we are calling this work Future Monmouthshire.

Measures

We will use a number of metrics to track the progress we are making in providing efficient and effective services, these include:

- Revenue outturn expenditure against budget (over/underspend)
- Budget savings delivered
- Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence
- National performance indicators that are in the top quartile
- National performance indicators that are improving or at maximum

Further information about our performance

The council is also responsible for a range of services that are not necessarily in the well-being objectives. However all of these services are important. We monitor how well we are performing throughout the year as we strive to maintain standards and, where resources allow, deliver improvement.

We monitor our performance against nationally agreed data sets throughout the year. We will publish our finalised performance data in our review of performance in October 2017, when comparable performance data with other councils is made available to us.

For further information about the council's performance and previous Improvement Plans visit www.monmouthshire.gov.uk/improvement. Included on this page is a selection of performance measures that are monitored regularly by our Cabinet.

Resources

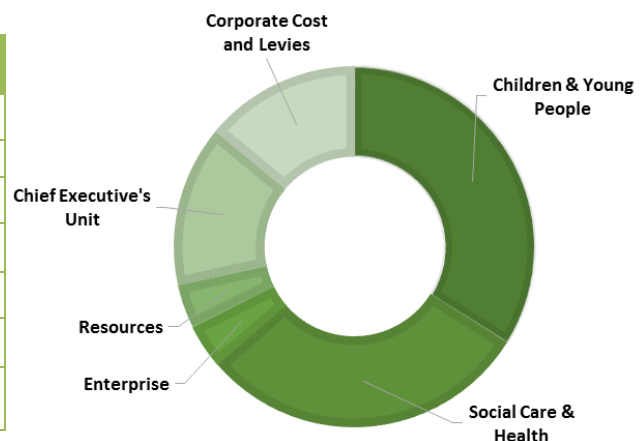
Monmouthshire County Council continues to face significant challenges to its budget, with reduced funding from Welsh Government and increasing demand squeezing resources. As a council we will have to do less and we will have to manage expectations for improvement in some areas.

We have continued to plan our budget as part of our Medium Term Financial Plan model. The latest update of this model in October 2016, including revised assumptions and pressures, identified a gap of £10.5 million over the period of the plan from 2017/18 – 2020/21. This is after a significant period of financial challenges. Over the last four years the council has had to manage a reduction in service budgets of £18.1 million resulting in achieving further savings becoming increasingly more challenging.

Within our Medium Term Financial Plan we have set out the key areas of our work that we will need to deliver to reduce cost and generate income. In agreeing our budget for 2017/18 the budget proposals have sought to ensure key outcomes and priorities can continue to be pursued as far as possible within a restricting resource base and that proposals for efficiency savings are not comprising the strategic direction of the council to be delivered through the Future Monmouthshire programme. This does not, however, mean that these areas will not contribute to meeting the financial challenges. The aim is to make sure everything is as efficient as possible so that as broad a range of services, in line with those functions that matter most to our communities, can be maintained.

This is how our revenue budget is currently allocated for 2017/18:

| Directorate | £ Million | % |
|-------------------------------------|----------------|------|
| Children & Young People | 49,571 | 33.9 |
| Social Care & Health | 43,399 | 29.7 |
| Enterprise | 5,812 | 4.0 |
| Resources | 5,702 | 3.9 |
| Chief Executive's Unit | 21,175 | 14.5 |
| Corporate Cost and Levies | 20,382 | 14.0 |
| Net expenditure budget total | 146,041 | |



Regulation and Inspection

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

Each year, the Wales Audit Office reports on how well councils are planning improvement in delivering their services. This is published as part of an Annual Improvement Report (AIR). The latest Annual Improvement report published in August 2016 summarises the audit work undertaken by WAO since the last report was published in November 2015, the report is available to download on the Wales Audit Office website (www.audit.wales/publications) and concludes:

“Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the council will comply with the requirements of the measure during 2016-17 provided it continues to maintain the current pace of improvement.”

During 2016 a number of audits have been completed by WAO including: a Financial Resilience Assessment 2015-16 and Corporate Assessment follow-on reviews on Performance Management, Governance, Human Resources and Information Technology, all of which were reported to audit committee.

The most recent update on the authority’s progress against all open Wales Audit Office (WAO) proposals for improvement was in [December 2016](#).

Inspection reports about education and social services are produced by specialist regulators, [Estyn](#) and the [Care and Social Services Inspectorate](#). Their latest reports are available online.

Reports published by CSSIW can be downloaded from their website cssiw.org.uk

Following the Estyn Monitoring visit in November 2015, Estyn has judged that Monmouthshire County Council’s education services for children and young people has made strong progress in addressing two of the six recommendations arising from the inspection of November 2012, and satisfactory progress in addressing the other four. The full letter is available [here](#)

Future Generations Commissioner for Wales

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

The Commissioner may also provide advice or assistance to a public body, encourage best practice, promote awareness and encourage public bodies to work with each other and other persons if this could assist them to meet their well-being objectives.

The Commissioner has the power to conduct a review into the extent to which a public body is safeguarding the ability of future generations to meet their needs by taking into account the long term impact of carrying out sustainable development. These reviews are intended to provide insight to the Commissioner and to help the public body improve the way in which they look at the long term impact and contribute to the well-being goals.

The Commissioner will also have regard to any examination carried out by the Auditor General for Wales under their specific duty, as it relates to the work of the public body or bodies under review.

Glossary

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

| | |
|-------|--|
| CSSIW | Care and Social Services Inspectorate Wales |
| Estyn | Inspectorate for Education and Training in Wales who inspect quality and standards in education and training in Wales. |
| PSB | Public Service Board. This is a group of the main public sector service providers in Monmouthshire |
| WAO | Wales Audit Office. They are responsible for overseeing how public money is spent and are the council's regulators |

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

Feedback

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

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


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

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

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

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

 improvement@monmouthshire.gov.uk

 Matthew Gatehouse, Policy and Performance Manager, Monmouthshire County Council, County Hall, Usk, NP15 1GA

 @MonmouthshireCC