

Public Document Pack



County Hall
Rhadyr
Usk
NP15 1GA

Wednesday, 12 April 2023

Notice of meeting

County Council

**Thursday, 20th April, 2023 at 2.00 pm,
Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA**

AGENDA

Prayers will be said prior to the Council meeting at 1:50pm. All members are welcome to join the Chair for prayers should they wish to do.

Item No	Item	Pages
1.	Apologies for absence	
2.	Declarations of interest	
3.	Public Questions	
4.	Chair's Announcement	1 - 2
5.	Minutes of the meeting held on 9th March 2023	3 - 8
6.	Community and Corporate Plan 2022-28	9 - 72
7.	Motions to Council	
7.1.	Submitted by County Councillor Richard John This Council: Recognises that Monmouthshire's bus services reduce private car journeys, help tackle rural isolation and are key to aspirations of an integrated transport network alongside the South Wales Metro. Is gravely concerned that the Welsh Government's withdrawal of the Bus Emergency Scheme funding on 24 th July 2023 will see buses in Wales reduced to a 'skeletal' service. Resolves to intensively lobby the Welsh Government to protect Monmouthshire's bus services, especially in rural areas where they are a lifeline for our residents.	

7.2. Submitted by County Councillor Steven Garrett

This Council is appalled by the UK government's illegal immigration bill which proposes to detain and later remove anyone who arrives in the UK on a small boat, meaning the Home Office will not consider any of their Asylum claims regardless if they have fled war or persecution.

These people seeking sanctuary will then be deported back to the country they have fled from or a 'safe' third country. This third country could be Rwanda, or another country deemed safe by UK Govt, potentially with a questionable record on human rights.

This ill-thought out and inhumane legislation will punish the most vulnerable people from across the world. Questions have been raised surrounding the legality of the Bill and whether it is compliant with the European Convention on Human Rights (ECHR) and consistent with the 1951 Refugees Convention. The Prime Minister has also stated in writing that if you come to the UK illegally "You cannot benefit from our modern slavery protections".

This Council also notes and condemns the dangerous and dehumanising language which has been used to support this Bill. This rhetoric cultivates and provides a platform for a culture of abuse, racism and even violence against refugees, asylum seekers and people from black, Asian and minority ethnic communities.

As an aspiring County of Sanctuary, this Council and the people of Monmouthshire have opened their hearts and homes and welcomed and accepted refugees and asylum seekers for decades, particularly in recent times following the Ukraine war. This has made our county a more interesting, diverse, and tolerant place.

This Council condemns the action of the UK Government in bringing forward this legislation and calls upon the prime minister and his ministers to withdraw these egregious proposals.

We call upon the Leader of Council to write to the Prime Minister in the strongest possible terms to outline our concerns.

8. Members Questions

8.1. From County Councillor Ian Chandler to County Councillor Catrin Maby, Cabinet Member for Climate Change and the Environment

Can the cabinet member provide residents in Skenfrith and Cross Ash with a firm date by which the B4521 near Trebella Farm will be repaired and the 'temporary' traffic lights removed?

8.2. From County Councillor Ian Chandler to County Councillors Angela Sandles/Catherine Fookes, Cabinet Members for Equalities and Engagement

In response to the UK Government's policy to require a photo ID for English and UK elections, which many experts predict will reduce voter turnout among young people and those from disadvantaged communities, can the cabinet member give an update on plans to ensure that every eligible voter in

Monmouthshire is able to cast their vote at the next UK parliamentary election?

8.3. From County Councillor Richard John to County Councillor Catrin Maby, Cabinet Member for Climate Change and the Environment

What progress has the administration made towards delivering on its manifesto pledge to eliminate all potholes within five years?

8.4. From County Councillor Richard John to County Councillor Mary Ann Brocklesby, Leader of the Council

What has the administration achieved in the past year?

8.5. From County Councillor Louise Brown to County Councillor Martyn Groucutt, Cabinet Member for Education

Can the Cabinet Member give a commitment that the new 3-19 school in Abergavenny will have single sex toilets for all years?

8.6. From County Councillor Christopher Edwards to County Councillor Sara Burch, Cabinet Member for Inclusive and Active Communities

A traveller community has recently encamped in Chepstow Leisure Centre car park on two occasions in a matter of 6-weeks. As you will be aware, this is a car park that also adjoins Chepstow School. This has caused disruption for residents, businesses, the school and leisure centre, not to mention the extra work for council staff and the police.

Can the Cabinet Member explain what options the council will be taking in the future to prevent this crucial and busy Chepstow car park; used by residents, parents, children, leisure centre users and tourists from being used and abused in this way. There are authorised traveller sites in Monmouthshire, however, Chepstow is being seen as an easy target and council facilities mistreated, with residents also unable to take full advantage of the services they come to expect from a council.

8.7. From County Councillor Christopher Edwards to County Councillor Paul Griffiths, Cabinet Member for a Sustainable Economy and Deputy Leader

In January 2023, the Deputy Leader confirmed to this council that any future Highbeech roundabout improvements will be discussed again with the Welsh Government's "Transport Deputy Minister" and that he had been contacted to ask for a further study on Highbeech Roundabout, and that the Cabinet Member will be holding a meeting at the end of the month [January] with the minister.

As the original agreed funding for this further study was pulled by Welsh Government in 2022, can the Cabinet Member confirm if the meeting went ahead, what exactly was discussed, and the subsequent outcome of this meeting, and any further meetings that may have taken place since to look at improving the infrastructure in Chepstow which is greatly needed.

9. Next meeting - 18th May 2023

Paul Matthews

Chief Executive / Prif Weithredwr

**MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY**

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillor Rachel Buckler	Devauden;	Welsh Conservative Party
County Councillor Laura Wright	Grofield;	Welsh Labour/Llafur Cymru
County Councillor Tony Kear	Llanbadoc & Usk;	Welsh Conservative Party
County Councillor Catrin Maby	Drybridge;	Welsh Labour/Llafur Cymru
County Councillor Jan Butler	Goetre Fawr;	Welsh Conservative Party
County Councillor Ian Chandler	Llantilio Crossenny;	Green Party
County Councillor Sara Burch	Cantref;	Labour and Co-Operative Party
County Councillor Alistair Neill	Gobion Fawr;	Welsh Conservative Party
County Councillor Su McConnel	Croesonen;	Welsh Labour/Llafur Cymru
County Councillor Mary Ann Brocklesby	Llanelly Hill;	Labour and Co-Operative Party
County Councillor Fay Bromfield	Llangybi Fawr;	Welsh Conservative Party
County Councillor Jane Lucas	Osbaston;	Welsh Conservative Party
County Councillor Emma Bryn	Wyesham;	Independent Group
County Councillor Peter Strong	Rogiet;	Welsh Labour/Llafur Cymru
County Councillor Meirion Howells	Llanbadoc & Usk;	Independent Group
County Councillor Paul Griffiths	Chepstow Castle & Larkfield;	Welsh Labour/Llafur Cymru
County Councillor Jackie Strong	Caldicot Cross;	Welsh Labour/Llafur Cymru
County Councillor Rachel Catherine Garrick	Caldicot Castle;	Labour and Co-Operative Party
County Councillor Maria Stevens	Severn;	Welsh Labour/Llafur Cymru
County Councillor Steven Garratt	Overmonnow;	Welsh Labour/Llafur Cymru
County Councillor Angela Sandles	Magor East with Undy;	Welsh Labour/Llafur Cymru
County Councillor Ben Callard	Llanfoist & Govilon;	Welsh Labour/Llafur Cymru
County Councillor John Crook	Magor East with Undy;	Welsh Labour/Llafur Cymru
County Councillor Tomos Dafydd Davies	Llanfoist & Govilon;	Welsh Conservative Party
County Councillor Dale Rooke	Chepstow Castle & Larkfield;	Welsh Labour/Llafur Cymru
County Councillor Catherine Fookes	Town;	Welsh Labour/Llafur Cymru
County Councillor Sue Riley	Bulwark and Thornwell;	Welsh Labour/Llafur Cymru
County Councillor Jayne McKenna	Mitchel Troy and Trellech United;	Welsh Conservative Party
County Councillor Jill Bond	West End;	Welsh Labour/Llafur Cymru
County Councillor Louise Brown	Shirenewton;	Welsh Conservative Party
County Councillor Lisa Dymock	Portskewett;	Welsh Conservative Party
County Councillor Tony Easson	Dewstow;	Welsh Labour/Llafur Cymru
County Councillor Christopher Edwards	St. Kingsmark;	Welsh Conservative Party
County Councillor Martyn Groucutt	Lansdown;	Welsh Labour/Llafur Cymru
County Councillor Simon Howarth	Llanelly Hill;	Independent Group
County Councillor Richard John	Mitchel Troy and Trellech United;	Welsh Conservative Party
County Councillor David Jones	Crucorney;	Independent Group
County Councillor Penny Jones	Raglan;	Welsh Conservative Party
County Councillor Malcolm Lane	Mardy;	Welsh Conservative Party
County Councillor Phil Murphy	Caerwent;	Welsh Conservative Party
County Councillor Paul Pavia	Mount Pleasant;	Welsh Conservative Party
County Councillor Maureen Powell	Pen Y Fal;	Welsh Conservative Party
County Councillor Frances Taylor	Magor West;	Independent Group
County Councillor Tudor Thomas	Park;	Welsh Labour/Llafur Cymru

County Councillor Armand Watts
County Councillor Ann Webb

Bulwark and Thornwell;
St Arvans;

Welsh Labour/Llafur Cymru
Welsh Conservative Party

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Welsh Language

Mae'r Cyngor yn croesawu cyfraniadau gan aelodau'r cyhoedd trwy gyfrwng y Gymraeg neu'r Saesneg. Gofynnwn yn barchus i chi roi rhybudd digonol i ni er mwyn darparu ar gyfer eich anghenion. 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.

Kindness: We will show kindness to all those we work with putting the importance of relationships and the connections we have with one another at the heart of all interactions.

Chair's Report 1st March – 1st April

Wednesday 1 st March 11.30 a.m.	Lord Mayors St David's Day Civic Service St Margaret's Parish Church, Roath, Cardiff
Saturday 4 th March	Gwent High Sheriffs' Community Fund ' <i>Your Voice, Your Choice</i> ' Grant-Giving event Coleg Gwent, Newport
Wednesday 8 th March 2 p.m.	IWD event, Abergavenny (Cyfannol Women's Aid) Multi-agency Centre, Monk Street, Abergavenny
Thursday 16 th March 5 p.m.	Private viewing Abergavenny Museum Exhibition 'Understanding Collections, Uncovering Stories' Abergavenny Museum and Castle
Thursday 23 rd March 10 a.m.	Burying of the Time Capsule New King Henry School, Abergavenny
Saturday 25 th March 10 a.m.	Royal Monmouthshire Royal Engineers (Militia) – Freedom of Monmouth Parade Monmouth
Monday 27 th March 7 p.m.	Gwent Music Showcase Monmouth Comprehensive school, Monmouth
Thursday 30 th March 5 – 7 p.m.	Preview of Nurses Exhibition – Discovering Hidden HERSTORIES Chepstow Museum
Friday 31 st March 7 p.m.	Caldicot Male Voice Choir Annual Concert The Choir Hall, Mill Lane, Caldicot
Saturday 1 st April 2 p.m. Kick off	Undy AFC v Caldicot Town (Sevenside Derby) The Causeway, Chepstow

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Public Document Pack Agenda Item 5

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of County Council held
on Thursday, 9th March, 2023 at 2.00 pm

PRESENT: County Councillor Laura Wright (Chair)
County Councillor Ann Webb (Vice Chair)

County Councillors: Tony Kear, Catrin Maby, Jan Butler, Ian Chandler, Sara Burch, Alistair Neill, Su McConnel, Mary Ann Brocklesby, Fay Bromfield, Jane Lucas, Emma Bryn, Peter Strong, Meirion Howells, Paul Griffiths, Jackie Strong, Rachel Garrick, Maria Stevens, Steven Garratt, Angela Sandles, Ben Callard, John Crook, Tomos Davies, Dale Rooke, Catherine Fookes, Sue Riley, Jayne McKenna, Jill Bond, Louise Brown, Lisa Dymock, Tony Easson, Christopher Edwards, Martyn Groucutt, Simon Howarth, Richard John, David Jones, Penny Jones, Malcolm Lane, Phil Murphy, Paul Pavia, Maureen Powell, Frances Taylor, Tudor Thomas, Armand Watts and Rachel Buckler

OFFICERS IN ATTENDANCE:

Paul Matthews	Chief Executive
Peter Davies	Deputy Chief Executive and Chief Officer, Resources
Jane Rodgers	Chief Officer for Social Care, Safeguarding and Health
Will McLean	Chief Officer for Children and Young People
Nicola Perry	Senior Democracy Officer
Frances O'Brien	Chief Officer, Communities and Place
Matthew Gatehouse	Head of Policy, Performance and Scrutiny
Ian Saunders	Chief Operating Officer, MonLife

APOLOGIES: None

1. Declarations of interest

None.

2. Public Questions

The Chair invited Cllr Matt Sidwell of Mathern Community Council to present a question to County Council in relation to proposed budget cuts for School Transport.

Expecting children as young as 4 to walk for an hour each way from Mathern to their school, along a busy trunk road where the footpath width doesn't allow 2 people to walk side by side for safety, and without safe crossing points on the A48 seems both dangerous and impractical.

Barriers to school transport could result in an additional 25 vehicles each journey on Pwllmeyric hill and Larkfield roundabout, 2 already heavily congested pinch points for Chepstow, resulting in significantly increased congestion and pollution for a town already crippled by such problems.

How do MCC intend to manage their health & safety obligations, environmental impact guidelines, and protect families already struggling with the current cost of living crisis and rising bills?

MONMOUTHSHIRE COUNTY COUNCIL

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The Cabinet Member for education, County Councillor Martyn Groucutt advised of an assessment carried out by qualified independent road safety experts and any suggestion that there is an unsafe route, transport would be provided at no cost. He went on to explain that in the public consultation around the budget, three things around home to school transport had been looked at being:

1. *Increasing charges for discretionary payments, where parents could pay a charge for their child to take a seat on a bus where available.* This proposal has been withdrawn
2. *To bring the distances at which we would start to provide free transport into line with those set out by WG.* This could not be done as part of the budget as it would be a change of policy, which could only be done after a public consultation.
3. *Development of safer routes to schools.* MonLife are developing safe routes to school as part of the decarbonisation campaign and where route to school, within the distance that would not qualify for transport, becomes safe, parents are given one terms notice that it is a safe route and that free transport would no longer be provided.

As a supplementary:

With regards to the decarbonisation strategy being implemented, how would it affect a child walking up Pwllmeyric Hill, which is congested to Mathern Junction, for 45 minutes, and inhaling toxic emissions from stationary heavy traffic.

The Cabinet Member reiterated that assessments were carried out by independent road safety experts and if their advice was that a child would be put at medical risk we would listen to the advice and that would be any area of discretion.

3. Chair's Announcement

Noted.

County Councillor Simon Howarth led a minute silence in respect of those in Syria and Turkey affected by the recent earthquake.

4. Presentation by MCC Youth Council

The Cabinet Member for Inclusive and Active Communities welcomed and introduced two members of Monmouthshire Youth Council who were in attendance to present results of an annual survey of young people across the County called 'Make Your Mark', to which there had been over 2000 responses.

Following the presentation, the Youth Council Members explained that they hoped to collaborate with County Council to further champion the topics highlighted. Members were asked to use the results to shape and develop services; apply for and allocate funding; share with relevant people who can help to engage young people and initiate change.

The Youth Members were congratulated and commended on their presentation and encouraged to continue their work.

5. Minutes of the meeting held on 19th January 2023

The minutes of the meeting of County Council held on 19th January 2023 were approved.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of County Council held on Thursday, 9th March, 2023 at 2.00 pm

6. Minutes of the meeting held on 2nd March 2023

The minutes of the meeting of County Council held on 2nd March 2023 were approved. was noted that County Councillor Rachel Buckler had not been recorded as being in attendance.

8. COUNCIL TAX RESOLUTION and REVENUE AND CAPITAL BUDGETS FOR 2023/24

The Leader of the Council presented the report highlighting the proposed changes to the revenue budget that had been incorporated since the budget was presented to Council on the 2nd March (appendix 4).

County Councillor Frances Taylor proposed the following amendment:

That the revenue budget is amended to include a further £49K to retain the 0.6 post in the Educational Psychology team over and above the provisions in the addendum provided today.

The budget proposals suggested that 1 full time equivalent would be found out of the ALN grant which was recently confirmed by Welsh Government. However, the new ALN system expands the role of the Educational Psychology team to include both CYP aged 0-3 years and 16-25 years. The ALN Code refers to the role of the Educational Psychologist throughout the whole ALN process with wide ranging consultative, and interventionist responsibilities. It was thought that the current budget proposals did not recognise the additional responsibilities of the Local Education Authority within the new ALNET Act 2018 and its associated Code.

Seconded by County Councillor Simon Howarth.

The Cabinet Member for Education opposed the amendment, stating that it would affect those supporting the needs of contemporary education.

County Councillor Richard John recognised that the amendment was put forward in the best interest of residents. He welcomed moves to a more integrated inclusion service and considered the amendment to be a modest request, however it was the intention of the Conservative Group to abstain.

Upon being put to a vote the amendment was defeated and debate continued.

Concerns and expressions of disappointment were noted.

The importance of Gwent Music was noted.

There were concerns that the highways budget could not address the problem of potholes across the County.

The Administration was urged to ask WG to address the funding per capita.

The reserve position was an enormous concern.

The impacts on social care delivery were severe.

Upon being put to a vote the recommendations as set out in the report (7.1) were carried.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of County Council held on Thursday, 9th March, 2023 at 2.00 pm

9. COUNCIL TAX PREMIUMS FOR LONG TERM EMPTY PROPERTIES AND SECOND HOMES

The Cabinet Member for Resources presented the report for Council to consider the consultation responses regarding council tax premiums on long term empty properties and second homes. Council were required to consider the resulting proposals to introduce council tax premiums on long term empty properties and second homes from 1st April 2024.

There were concerns around the response to the consultation as circa 400 homes had been identified, and of 320 responses only 29 were one of the 400.

In response to comments on delaying the proposal, it was stated that there had been many conversations with residents who were keen to see the issue resolved. Also, Members were assured that MCC officers would not recommend the proposal if they were not certain that correct systems would be implemented.

Upon being put to a vote Council resolved to accept the recommendations:

To note the consultation responses received as detailed in this report.

That the Council use its discretionary powers to introduce a council tax premium for long term empty properties on a sliding scale from 100% to 300% effective from 1st April 2024. With a 100% premium applying to properties empty for 1 year, a 200% premium to properties empty for 2 years and a 300% premium to properties empty for 3 years or more.

That the Council use its discretionary powers to introduce a council tax premium for second homes of 100% from 1st April 2024 and will give further consideration to the impact on the local economy before utilising that power.

That Council note the feedback received from the Performance and Overview Scrutiny Committee detailed in section 13 and agree to the substantive points raised, as part of the wider preparation for the introduction of the council tax premiums.

10. 2023/24 Capital Strategy and 2023/24 Treasury Management Strategy

The Cabinet Member for Resources presented the report in order for Council to approve the Capital and Treasury management strategies including the minimum revenue provision policy and borrowing & investment strategies for the 2023/24 financial year. The report summarised and highlighted the key areas relating to the strategies, alongside areas of key implications and risks resulting from it.

County Councillor Frances Taylor left the meeting at 17:38pm

Upon being put to a vote Council resolved to accept the recommendations:

That Council approves the Capital strategy for 2023/24 as found at Appendix 1.

That Council approves the Treasury management strategy for 2023/24 as found at Appendix 2, including the:

- **2023/24 Minimum Revenue Provision Policy Statement**
- **2023/24 Investment & Borrowing Strategies**

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of County Council held on Thursday, 9th March, 2023 at 2.00 pm

To approve the Prudential Indicators as outlined throughout the strategies and summarised in Appendix 3 that will be used in the performance monitoring of the treasury function during 2023/24.

That Council receive confirmation that the Governance & Audit Committee reviewed the draft 2023/24 Strategies and subsequently endorsed them to full Council at its meeting on the 16th February 2023, and provided the feedback as noted in paragraph 5 of this report.

That Council agrees that Governance & Audit Committee should continue to review the Council's treasury activities for 2023/24 on behalf of the Council by receiving and considering quarterly treasury update reports and a year-end report.

11. PUBLICATION OF PAY POLICY STATEMENT AS REQUIRED BY THE LOCALISM ACT

The Cabinet Member for Resources presented the report in order for Council to approve the publication of Monmouthshire County Council's Pay Policy, in compliance with the Localism Act.

Upon being put to a vote Council resolved to accept the recommendation:

That Council approves the Pay Policy for the year 1st April 2023 to 31st March 2024.

12. Next Meeting - 20th April 2023

Noted.

The meeting ended at 5.45 pm

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SUBJECT: Community and Corporate Plan 2022-28

MEETING: County Council

DATE: 20th April 2023

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To seek approval of a new Community and Corporate Plan that sets the direction for the council and county of Monmouthshire, articulating the authority's purpose and priorities alongside the steps we will take to deliver these, the accountable Cabinet member and the measures that will be used to track progress.

2. RECOMMENDATIONS:

- 2.1 That Council approve the Community and Corporate Plan.
- 2.2 That Council adopt the six goals in the plan as the Council's Well-being Objectives in accordance with the requirements of the Well-being of Future Generations Act.
- 2.3 That Council note the targets set within the measurement framework, attached as appendix 2, and task Cabinet with ensuring that these are reviewed and updated over the lifetime of the plan.

3. KEY ISSUES:

- 3.1 Following the elections in May 2022, the new Cabinet began to articulate the biggest challenges and opportunities facing the county. Starting with a series of collaborative workshops, and drawing on a wide range of evidence, high-level political ambition has been converted into a whole authority strategic plan that sets the direction for the organisation for the period 2022-28. The plan extends beyond the next election to ensure a degree of strategic continuity following the local elections that will take place in May 2027
- 3.2 The plan has been produced against the backdrop of economic uncertainty with the council facing rising energy prices, inflation and escalating borrowing costs alongside increased demands in areas such as children's services, adult social care, homelessness, additional learning needs and home to school transport. The authority's budget settlement for the current year was better than anticipated but is still below inflation and these challenges we face are

on a scale not seen before. As our budgets become stretched more of our funding will need to be spent on core services. This means we need to be innovative in our approach to keep providing the things our communities value.

- 3.3 The ambition outlined in the document looks to the long-term and is focused on the well-being of current and future generations. The actions cover the first steps of the journey and will continue to shape the development of the council's medium-term financial plan to make sure that our spending follows clear priorities. The Community and Corporate Plan establishes a clear purpose to become a zero-carbon county, supporting well-being, health and dignity for everyone at every stage of life. This is supported by six well-being objectives shown in paragraph 3.7 below.
- 3.4 The objectives were initially endorsed by Cabinet in October. They were subsequently incorporated into a draft Community and Corporate Plan which was presented to Council on two occasions. Members did not challenge the direction of travel or objectives set in the plan but there was agreement that councillors wanted to see more details about accountability and how progress would be measured.
- 3.5 The plan has now been re-shaped to ensure a more coherent narrative, a more concise measurement framework aligned to the actions and targets that will allow for greater accountability over this period. The plan is also more explicit about the specific projects that will be delivered under the strategic objectives. Progress can then be tracked through regular reports to Cabinet members which can be examined by Performance and Overview Scrutiny Committee.
- 3.6 The document establishes a clear purpose to become a zero-carbon county, supporting well-being, health and dignity for everyone at every stage of life and sets the goals for Monmouthshire to be a:
- **Fair place** to live where the effects of inequality and poverty have been reduced;
 - **Green place** to live and work with reduced carbon emissions and making a positive contribution to addressing the climate and nature emergency;
 - **Thriving and ambitious place**, where there are vibrant town centres and where businesses can grow and develop
 - **Safe place** to live where people have a home where they feel secure in;
 - **Connected place** where people feel part of a community and are valued;
 - **Learning place** where everybody has the opportunity to reach their potential.
- 3.7 These objectives are underpinned by a series of actions that will ensure that the organisation is able to deliver on its ambition and a range of measures to enable progress to be monitored. The Performance and Overview Scrutiny

Committee will receive reports to evaluate how well the strategy is being implemented and ensure decision-makers are accountability for delivery.

4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):

- 4.1 The plan contains commitments to action relating to equalities, social justice, corporate parenting and safeguarding.
- 4.2 An integrated impact assessment has been completed and accompanies this report. The Community and Corporate Plan 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 some activities that require further work and additional reports to decision-makers. Each of these will be subject to individual decisions in accordance with the council's constitution including completing equality and future generations evaluations where appropriate.

5. OPTIONS APPRAISAL

- 5.1 Every choice we make carries an opportunity cost. Some of these commitments – such as the building of new schools – have already been approved by Council as part of an agreed policy position while others are in the early stages of development. Each new proposal brought forward to deliver against these goals will be subject to an individual decision in accordance with the constitution.

6. EVALUATION CRITERIA

- 6.1 The Community and Corporate Plan sets out clearly the council's purpose. It contains specific objectives which can be measured over time. A full measurement framework is contained as an appendix to the plan. The decision to adjust targets over the lifetime of the plan, in response to changing circumstances, sits with Cabinet and Chief Officers.
- 6.2 The actions to deliver the plan will be embedded in the service business plans of individual teams. Headline quantitative measures and progress updates will be made available to the Performance and Overview Scrutiny Committee. A full evaluation of progress will be produced annually as part of the authority's self-assessment carried out under the Local Government and Elections (Wales) Act 2021.

7. REASONS:

- 7.1 To ensure that high-level political ambition is converted into a clearly articulated strategic plan that sets the direction for the organisation and gives clarity to council staff and partners.

- 7.2 To ensure that resources can be aligned with the organisations priorities and provide a basis for the organisation's work to be evaluated as required by the Local Government and Elections (Wales) Act 2021.
- 7.3 To ensure that the Council has clear Well-being Objectives as required under the Well-being of Future Generations (Wales) Act 2015.

8. RESOURCE IMPLICATIONS:

- 8.1 Rising costs will mean that we will not be able to keep doing everything that we have done in the past in exactly the same way. Each of the activities in the community and corporate plan carries some resource implications and the plan has been developed alongside the budget and in knowledge of the financial pressures experienced by the organisation as referred to in paragraph 3.2

9. CONSULTEES:

Cabinet
Strategic Leadership Team

This document was developed through a series of workshops involving councillors from all political parties alongside experts and people from different organisations. The current iteration of the plan has also been shaped by comments received when the previous versions debated at Council in November and January and subsequent interactions with councillors from all political groups.

10. BACKGROUND PAPERS:

None

11. AUTHOR:

Matthew Gatehouse, Head of Policy Performance and Scrutiny

12. CONTACT DETAILS:

Tel: (01633) 644397
e-mail: matthewgatehouse@monmouthshire.gov.uk

Taking Monmouthshire Forward

Working together for a fairer,
greener, more successful county.
Community and Corporate Plan 2022-28

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Welcome

It is with pride that I introduce the Council's Community and Corporate Plan 2022 -2028 - our first major plan since our election in May 2022.

Taking Monmouthshire Forward: working together for a fairer, greener, more successful county draws on all the resources we have, to become a zero-carbon county, while also supporting well-being, health and dignity for all.

Monmouthshire is a wonderful, beautiful place to work, to live and to visit. Our people, our greatest asset, have shown resilience to adversity - the pandemic, flooding and now the cost-of-living crisis. More than that, we have a kindness and neighbourliness, showing support for each other and for refugees given a safe haven in our county. We know how to work together.

But the challenges we face are great. The impact of climate and nature's crises are visible to us all. We can see and feel the change. Our county is the most economically unequal in Wales. We don't have enough affordable homes. Our population is ageing with many needing the care that we, like all other councils, are struggling to provide.

In developing our strategy, we consulted widely and value the expertise and knowledge of those who contributed. We are grateful for their time and effort.

Our plan does not shy away from what matters to our communities: the big challenges of sustainable transport, homelessness and maintaining key services. We have been open to new ideas and ways of working.

Last May the electorate of Monmouthshire did not give an overall majority to any one party on the Council. The Council's plan needs to have agreement across the whole Council.

Many years of austerity have made the council a lean organisation, and increasing budgetary pressures require fundamental change in how services are delivered. Now, more than ever, we need to work in partnership with town and community councils, the police and fire services, businesses, housing and voluntary organisations and sister authorities.

As well as delivery, our focus will also be on prevention, with joined up accessible services to help prevent people falling into greater hardship or failing to thrive in work or education. Our aim is to celebrate achievement, protect the most vulnerable and to promote healthier, more active lifestyles.

In delivering change we will work with you, identifying the need and sharing the reasoning, opportunities and options. The decisions we all make now will affect not only us, but our children and generations to come.

We will continue to listen to your ideas and concerns, as we roll out the plan, working together to find the best way to address the challenges we face. Where new and better thinking comes to the fore, we will adopt it. All need to feel they have a voice and that their rights are protected. Only through collaboration and mutual respect can we meet our challenges.

I am aware that our plan takes Monmouthshire into unknown territory. It needs to. But I am confident that the abundant talent and resourcefulness, and the characteristics which held us together during the pandemic will allow us now to make Monmouthshire a welcoming, safe and thriving place for everyone.



Cllr Mary Ann Brocklesby
Leader, Monmouthshire County Council

Monmouthshire - Our Place

Monmouthshire is generally a prosperous area in comparison to surrounding areas, offering a high quality of life to its citizens. It is a fantastic place to live, work and visit, occupying a strategic position as a border county between the major centres in South Wales and the south-west of England and the Midlands. Monmouthshire is the economic gateway to South Wales and the largest county in the Cardiff Capital Region.

Monmouthshire is beautiful. Tourism in the U.K. was born in the Wye Valley. Great works by the likes of Turner and Wordsworth were produced here. The county has been fought over for thousands of years. There are more castles per square mile than anywhere else in Wales, we have outstanding Roman remains in Caerwent, great rivers, areas of outstanding natural beauty, an industrial landscape world heritage site, the outstanding Monmouthshire and Brecon Canal, major equestrian credentials and an agricultural base that we are very proud of. We have towns and villages that go back centuries, we are the food and cycling capital of Wales, and we have been the birthplace of prominent people that have shaped the world as we know it today.

Monmouthshire has one of the strongest economies in Wales and is best placed for growth of any Welsh county, with circa 4,000 active businesses ranging from international companies to small family enterprises. Skill and qualification levels here are comparatively high, as are employment rates. Our

Some key figures of that highlight the position in Monmouthshire are:

- Rising inflation is causing more people to fall into financial difficulties. 23.4% of children live in poverty and 10% of people are living in households in material deprivation.
- An estimated 718 kilo-tonnes of carbon is emitted in the county. This is equivalent to 7.5 tonnes per person, significantly above the UK average of 5.6 tonnes
- The employment rate of 77.7% is significantly higher than the rest of Wales. Gross Value Added per head is the seventh highest in Wales and those working in the county now have the third highest earnings in Wales.
- The local authority maintains four secondary schools, 30 primary schools, one special school and one pupil referral unit.
- Over half of Monmouthshire's working age population are qualified to level NVQ4 and above, compared to 38.6% for Wales and 43.6% for the UK.
- Monmouthshire has the highest house prices in Wales averaging £373,000, more than 9 times average earnings. There are currently 4,201 households waiting for social housing in the county, of which 322 are homeless.
- Average healthy life expectancy in Monmouthshire is 69.3 years for females and 68.7 years for males, both of which are above the average for Wales and the other local authorities in the Aneurin Bevan University Health Board area. However, there are significant differences between the poorest and most affluent areas within our county.
- The county benefits from a wide range of community groups, and the council is an active partner in groups such as the Gwent Public Services Board and Cardiff Capital Region, as well as benefitting from a wide range of collaborative services.

schools are good and highly regarded. People take advantage of road and rail links to commute into and out of the area for employment opportunities.

Monmouthshire is made up of diverse communities covering an area of 880 square kilometres, with a population of 93,000 and a low population density of 1.1 persons per hectare. The rural nature of the county presents challenges for accessibility of public services. Just over half of the total population live in urban areas.

Our population is ageing, with a higher-than-average proportion of older people in the county. People live for longer and are healthier here than in most other places. In contrast, the number of under 18s is forecast to decline by 2033.

None of our communities are in the most deprived 10% in Wales¹. However, Monmouthshire has the highest level of income inequality in Wales and these headline figures can mask pockets of deprivation that are all the more stark when seen alongside areas of relative wealth.

This Community and Corporate Plan sets our ambition for the council and county of Monmouthshire. Our purpose is clear. Monmouthshire will be:

“a zero carbon county, supporting well-being, health and dignity for everyone at every stage of life”

Our Purpose, Our Objectives

We are hopeful for the future of our place. We are confident in the compassion and creativity of the people who make this county so special.

This is the first plan produced by the Council following the elections in May 2022. It has been developed with councillors from all political parties alongside experts and people from different organisations who came together in the months preceding its publication. We have benefitted from an extensive engagement process that has run across Gwent to inform priorities for public services beyond the Council and conversations held with citizens on the doorstep through the build up to our election in May 2022 are still fresh in our minds. Together we identified the challenges and opportunities facing the county and sought to reach consensus on the things we will do to address these.

The cornerstones of our Plan, our absolute priorities are to tackle inequality, to work hard to decarbonise our county and to work with you all to adapt to a world where climatic change requires us to be much more thoughtful and less extractive. By way of example, it is not enough to mitigate the damage that we see to our great rivers; we will find ways to restore their health, beauty and biodiversity.

Our financial position is challenging so must make clear choices. Our ambition is high. We believe that we can achieve more but only if we work together and with you.

A higher proportion of our money will need to be spent on education and social care. Our youngest deserve the very best start we can give them and we want our talented older citizens to be supported so they can continue to play their full part in community life.

We have a track record of creativity and innovation. We will need to build on this. Our network of relationships needs to continue to develop nationally and internationally. We will be a good partner and we will be open to working with any person or organisation that can further our goals.

We need to find the very best solutions to complex problems and we must have an organisation capable of tailoring what we find to local need.

We need to have a clear voice that carries influence. We expect to be more than a service deliverer. We will advocate for you, we will represent you, we will involve you and we will ensure that Monmouthshire is recognised as a place where good things happen. We will compete for funding from every source that aligns with our purpose.

We will pay attention to the here and now whilst having an eye to the long-term. We will focus on the well-being of current and future generations. We will work with and alongside our communities and empower people to support each other and come up with long-term

solutions. By doing this we can build resilience, shifting our public service system away from reacting to crises, and towards prevention and early intervention.

Our purpose requires clear high-level objectives that are measurable. Monmouthshire will be:

- **A Fair place** to live where the effects of inequality and poverty have been reduced;
- **A Green place** to live and work, with reduced carbon emissions, and making a positive contribution to addressing the climate and nature emergency;
- **A Thriving and ambitious place**, where there are vibrant town centres, where businesses can grow and develop;
- **A Safe place** to live where people have a home and community where they feel secure;
- **A Connected place** where people feel part of a community and are valued;
- **A Learning place** where everybody has the opportunity to reach their potential.

We invite you to join with us in achieving these objectives. We need your energy. This is your county too.

Our Values

Values matter to us. They set out our expectations for ourselves, each other and the way we conduct business with organisations that we work with on your behalf.

Our organisational values are:

- **Teamwork** – Collaboration is at the heart of everything we do. We will work with you and our partners to support and inspire everyone to get involved. We will make the best of the ideas, and resources available to make sure we do the things that most positively impact our people and places.
- **Openness** - We are open and honest. People have the chance to be involved and tell us what matters.
- **Flexibility** - We are flexible, enabling delivery of the most effective and efficient services. This

means a genuine commitment to working with everyone to embrace new ways of working.

- **Fairness** - We provide opportunities for all people and communities to thrive. We will always try to treat everyone fairly and consistently, recognising that we will sometimes need to take positive action to overcome some of the challenges faced by people with different protected characteristics.
- **Kindness** – We will show kindness to all those we work with, putting the importance of relationships and the connections we have with one another at the heart of all interactions.

These values provide a foundation for everyone attached to our organisation to be accountable, to be positive and to be bold in delivering on our purpose of:

Monmouthshire being a zero carbon county, supporting well-being, health and dignity for everyone at every stage of life.

We invite you to join with us. We need your energy, ideas and commitment. It is your place.

A Delivery Framework

Our purpose, our objectives and our values matter. Our intention to be innovative in what we do, our desire to be an outstanding partner and our openness to learning wherever we find it are important. But the stand-out issue has to be what we intend to do. It is actions and outcomes that we will be judged on. In the pages that follow we have set out initial delivery frameworks for each of our six objectives. We are realistic and we expect these to change over time. If the last few years have taught us anything, it has been the need to adapt at speed to changing circumstances.

Our Community and Corporate Plan – at a glance

OUR PURPOSE

To become a zero-carbon county, supporting well-being, health and dignity for everyone at every stage of life

OUR OBJECTIVES

Fair place



to live where the effects of inequality and poverty have been reduced

Green place



to live and work, with reduced carbon emissions, and making a positive contribution to addressing the climate and nature emergency

Thriving and ambitious place



where there are vibrant town centres, where businesses can grow and develop

Safe place



to live where people have a home and community where they feel secure

Connected place



where people feel part of a community and are valued

Learning place



where everybody has the opportunity to reach their potential

OUR VALUES



Teamwork



Openness



Fairness



Flexibility



Kindness

A Fair Place to Live

Nobody should be left behind in Monmouthshire or feel their voice does not count. Many of our residents are prosperous and very capable of looking after themselves and their loved ones. However, this is not the case for all and in a rural county inequality is often more hidden than in urban places. We will increase the intensity of our work to help those that need support to live the lives they want.

The issues we face

In our county, households in genuine poverty often live close by others who are extremely affluent. Research shows that this relative income inequality is associated with worse outcomes in things as diverse as health, crime levels and social cohesion.

Poverty affects different groups in different ways. Women are more likely to be in low-paid jobs, with fewer savings than men and therefore at an increased risk of poverty. Households in which someone is disabled are also at higher risk of being in relative income poverty².

The nature of a rural county makes it harder for some people to access basic services, such as transport and health provision. The costs they face can be higher than for those living in urban areas, for example many will be without mains gas to heat their homes while others will face long journeys on public transport to access basic services.

Local government does not have control of all of the policy levers needed to address the root cause of these issues. However, there are things we can do to empower people and ensure they can access support. This can include things like ensuring pupils can get a healthy meal at school and people have access to low-cost sports and leisure activities to help them stay healthy. We can also

provide support to help people into jobs, and to signpost them to the financial support they are entitled to.

Monmouthshire is a welcoming place – a County of Sanctuary. The county is now home to more than a hundred families who have fled the war in Ukraine. These new arrivals have the potential to be a real asset to our county, but it creates an extra demand for affordable housing which we have been unable to meet.

What the evidence tells us

More and more people are falling into poverty with

fuel and energy, the cost of which rose significantly in 2022. Data shows that 9,500 households in our county are in poverty (defined as those who earn below 60% of the median income). One in ten people are living in households in material deprivation while 23.4% of

Universal Free School Meals for Primary Pupils

The Welsh Government announced in June 2022 that all primary schools would have universal free school meals by 2024. A recent study by Sustain showed that every £1 invested in universal school meals now could deliver a return of £1.71 - or £41.3 billion over 20 years - as a result of improved educational attainment, health and wellbeing, and wider economic contribution.

The benefits of free school meals are three-fold:

- Boosts attainment and attendance, and increases a child's lifetime earnings
- Improves food security and helps families save on food costs
- Improves diet quality and helps combat childhood obesity, saving the NHS money in the long term

Before this funding became available 1,747 pupils in Monmouthshire primary schools had free school meals. The roll-out to further pupils started in September 2022 beginning with reception, year 1 and year 2. By the conclusion of the roll out we estimate that 6,250 pupils will be benefitting. This will increase attendance and attainment and reduce stigma. School holiday provision will also be implemented.

inflation going up quicker than incomes. People are having to spend a higher proportion of their income on

children in Monmouthshire, nearly a quarter of the total, live in poverty³.

This affects different groups in different ways. Disabled people can face particular barriers to entering the labour market, for example, across the UK less than 5% of people with a learning disability are in employment⁴.

Across Wales 46% of single parent households are in poverty – twice as high as the overall poverty rate of 23%. As 86% of single parents in Wales are women this will be felt more acutely by them.

The house price to earnings ratio of 9:1 means it is difficult to rent or buy a house in Monmouthshire. There are more than 4,200 people in need on the waiting list for

social housing and a shortage of private rental properties available.

As well as the evidence cited above, we convened a workshop including community groups, agencies and councillors from all political groups, in order to identify gaps, priorities and success stories. The workshop identified that a lot of excellent work is already going on in the county. Our challenge is to ensure that there is a strategic approach and that all our actions lead to a reduction in inequality and poverty in the next five years.

Improved access to advice and benefits for people on low incomes

More than £15 billion of benefits go unclaimed in the UK each year. This could mean over £20 million of unclaimed benefits in Monmouthshire. As a result, many people are needlessly struggling when support is available to them. Our Money Matters Partnership brings advice providers together to ensure that high quality debt, benefits, and money advice reaches everyone in Monmouthshire.

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What we want to achieve	The actions we will take	How we will measure progress	Who is accountable
Improved life chances for people regardless of income or background	<ul style="list-style-type: none"> Implement universal free school meals for all primary school children with support in the school holidays for those who need it Provide enhanced learning opportunities and evidence-based interventions to ensure that pupils from low-income families are able to achieve their full potential Ensure access to advice services so that people get the maximum financial support they are entitled to Support children, young people and families through provision of free or low-cost sport and leisure opportunities Increase the employment of disabled people in our organisation and work with local employers to encourage take up of the Disability Confident pledge 	<ul style="list-style-type: none"> Number of children receiving universal free school meals Percentage of children living in relative low-income families Percentage of people living in households in material deprivation 	Cabinet Member for Equalities and Engagement
Residents have better access to council services and support needed to live a healthy life	<ul style="list-style-type: none"> Provide employment support advice to help people find jobs Promote healthier lives and increased physical activity through MonLife sports and leisure facilities and promote access to open spaces for outdoor exercise Provide pathways to positive lifestyle and exercise choices through the exercise referral scheme Work with residents to progress the development of the new Magor and Undy Community Hub 	<ul style="list-style-type: none"> Number of working age people supported into employment through action by the local authority Percentage of people successfully completing the exercise referral scheme at week 16. 	Cabinet Member for Equalities and Engagement Cabinet Member for Inclusive and Active Communities

	<ul style="list-style-type: none"> • Develop an inclusive cultural strategy working with our partners and communities across the county • Work with partners to reduce food insecurity and help people access places to keep warm in winter 		
<p>Citizens are able to participate in council and community decision-making and take actions which enable them to shape their own futures</p>	<ul style="list-style-type: none"> • Implement a participatory budgeting programme to enable all citizens to have greater influence on how we spend money • Reintroduce Area Committees to amplify citizen’s voices and strengthen the links between local and strategic decision-making • Empower and facilitate citizens and communities to develop their own solutions to build resilience • Increase and support the number of people who volunteer • Become an accredited County of Sanctuary for those fleeing war and persecution • Provide more opportunities for people to speak and learn Welsh • Strengthen diversity and deliver greater equality in all protected characteristics by delivering on the commitments of the Race Equality Action Plan for Wales; The Disability Action Plan; the LGBTQ+ action and Gender Equality plans 	<ul style="list-style-type: none"> • Percentage of people who feel they are able to influence decisions in their local area • Number of young people who take part in the Make Your Mark survey • Percentage of people who volunteer • County of Sanctuary status attained • Number of Welsh speakers i) in the county and ii) employed by the council • Difference in average pay between men and women working in the county • Plans to deliver on equality commitments, including a race equality action plan, are approved by Cabinet 	<p>Cabinet Member for Equalities and Engagement</p> <p>Cabinet Member for Social Care, Safeguarding and Accessible Health Services</p>

A Green Place to Live

We recognise the outstanding beauty of Monmouthshire. As custodians of this stunning place we need to encourage residents and visitors to enjoy it, protect it and conserve it. The natural world in all its guises is the backdrop to our tourism and visitor economy. We will work with others to promote access to our special places whilst protecting the environment, support nature recovery, reduce our carbon emissions, reduce the risk of flooding and promote the circular economy.

The issue we face

We are in a climate and a nature emergency. We need to take urgent action to mitigate further climate change or risk the planet becoming unliveable for future generations. We must also adapt to the changes that are now inevitable, such as extreme weather events.

At the same time, we face a biodiversity crisis, with almost a fifth of UK plants threatened with extinction and a third of British pollinator species in decline, posing a threat to agriculture and food security. The UK is now one of the most nature-depleted countries in the world. In Wales 30% of wildlife is found in fewer places than it was in 1970 with one in six species being at risk of extinction⁵.

What the evidence tells us

Carbon emissions per head of population in Monmouthshire are above the average for the UK with just under half of that coming from transport and around a quarter from domestic properties. This reflects the rural nature of the county with more journeys being made by car, and a relatively old and energy inefficient housing stock. This data indicates where we will need to take action if the county is to play its part reducing global emissions.

The need for nature recovery in our local area is also clear with 34% of species showing a decline in their numbers⁶.

The health of our rivers is a particular area of concern. Phosphate targets for the Usk are being failed at a rate of 88% and the Wye at 68%. Algal blooms smother other life in the rivers having a direct impact on the species that they provide habitat for⁷. The health of our rivers is also affected by litter, in particular plastics which can be seen on riverbanks. Studies have also found increasing levels of microplastics in fish and other species.

Monmouthshire County Council declared a Climate Emergency in 2019. Our Climate Emergency Action Plan recognises the importance of managing green spaces to reduce energy use, absorb carbon and

increase resilience. When the plan was updated in 2021, the emphasis on nature recovery was strengthened in recognition of the nature emergency. We have also recently declared a commitment to play our part in realising clean, healthy and productive rivers and oceans. We will work with a wide range of partners and organisations such as Natural Resources Wales and Dŵr Cymru, as well as neighbouring Local Authorities, to achieve this.

Our workshops made us aware that our aims can only be achieved by working effectively with residents, businesses and community groups – whether this is in relation to litter, circular economy, re-use, repair and recycling, maximising the use of local produce, sustainable farming practices or the modal shift away from car usage. We need to build on the start we have made to address these issues, integrating climate and nature protection into everything that we do and working with the expertise and energy in our communities, to build a nature-positive response to the challenges we are facing.

Residents continue to clearly state their support for action in this area through well organised third sector groups and routinely through preparedness to play their role domestically by supporting reduce, re-use, recycling approaches with strong compliance.

What we want to achieve	The actions we will take	How we will measure progress	Who is accountable
Council operations are net zero by 2030 and local communities are supported to	<ul style="list-style-type: none"> Reduce the carbon emissions generated from the council's properties and vehicles Increase renewable energy generation capacity of council land and buildings 	<ul style="list-style-type: none"> Carbon emissions (kgCO2e) from the Council's assets and operations 	Cabinet Member for Climate Change and the Environment

<p>reduce their own carbon footprint</p>	<ul style="list-style-type: none"> • Ensure that our procurement and commissioning processes focus on carbon reduction at each stage of the procurement cycle • Improve walking and cycle routes and integrate these with the public transport network • Expand access to electric charging infrastructure, to support the switch to low emissions vehicles • Continue to deliver an accredited Carbon Literacy programme for businesses, residents and community leaders to empower change • Support communities to reuse and repair items through initiatives such as re-use shops, Benthg and Repair Cafes and use the revenue to fund tree planting 	<ul style="list-style-type: none"> • Capacity (MW) of renewable energy equipment installed on the council's estate • Local Transport Plan supporting modal shift is produced • Number of active travel routes i) in place ii) in development • Percentage of municipal waste sent for recycling, reuse or composting 	
<p>Nature recovery, improved environmental and river health</p>	<ul style="list-style-type: none"> • Maintain and expand the <i>Nature Isn't Neat</i> approach and increase community and partner participation • Work with partners to support landscape scale action to improve ecosystem resilience and tackle pressures on species and habitats • Work with other local councils, partners and landowners to achieve catchment wide improvements to river quality • Work with partners to promote natural flood alleviation • Maintain all current support mechanisms for communities vulnerable to surface water, river and / or coastal flooding while pressing for sustainable natural solutions where possible and engineered solutions where necessary 	<ul style="list-style-type: none"> • Percentage of the Special Area of Conservation river catchment waterbodies that fail the phosphorus targets • Number of properties at medium or high risk of flooding 	<p>Cabinet Member for Climate Change and the Environment</p>
<p>Sustainable local agriculture and farming practices with public services and residents consuming more local and seasonal produce</p>	<ul style="list-style-type: none"> • Promote community access to land for growing food • Promote the benefits of local food and reduce food waste • Increase the use of local produce in schools and care homes • Work with <i>Food Monmouthshire</i> - the county's sustainable food partnership, suppliers, processors and logistics to support the development of the local supply chain and reduce our reliance on imported food • Support initiatives to help farmers to increase carbon sequestration and adopt sustainable and regenerative farming practices • Work with Hartpury University's Agri Tech Centre to support existing and new entrant farmers to review existing technologies and adopt new innovations to increase their productivity and competitiveness 	<ul style="list-style-type: none"> • Number of people on the waiting list for allotments • New food strategies and policies approved by Cabinet 	<p>Cabinet Member for Climate Change and the Environment</p>

A Thriving and Ambitious Place

Our starting point is a comparatively strong one. Monmouthshire has a strong local economy and is well placed for growth in Welsh terms. There is strength in a number of key sectors which are highlighted and supported at a national level. Employment rates are high as are qualification levels. But there is more that can be done. Monmouthshire can be more vibrant. The conditions exist to achieve this. We will work with national, regional and local partners to increase investment, improve connectivity and continue the development of an economy which is thriving, ambitious and enterprising.

The issues we face

Monmouthshire is strategically placed as the gateway to south east Wales. Proximity to growing cities such as Bristol and Cardiff increases our ability to attract investment, skilled labour and visitors and creates the conditions for the many successful businesses already located here to thrive and grow.

The vibrancy of our towns is pivotal to our future success, but they continue to be threatened by wider economic factors such as rising energy costs, declining household spending power and changing patterns of retail. Our towns will need constant and creative re-imagining if they are to retain their role as retail centres, visitor attractions and motors of our county's economy.

Public transport within the county is limited. The bus services that link our towns with rural settlements are too infrequent for people to rely on them to access employment and local services. This results in an over-

reliance on cars, increasing congestion, carbon emissions and air pollution. It also means people who cannot afford to own and run their own vehicle face barriers accessing training and employment. We have been successful in attracting £4.1M of grant funding for 2022/23 to develop active travel networks across the County and are working with partners such as Transport for Wales and the Welsh Government to develop integrated solutions including walking and cycling routes to train stations to reduce dependence on private cars.

Changing work patterns are increasing the number of people working from home or from local hubs. This can reduce the need to travel but requires the improved broadband speeds to be rolled out across the county – it is essential that these are delivered in every area.

Skill levels in the county are high, but with no higher education establishments many young people leave the area to attend University, and high property prices and unaffordable rents contribute to a net outflow of young people from the local labour market.

19.5% of the total area of industrial and business sites identified in our most recent Local Development Plan was available for development. Nevertheless, potential investors have highlighted a lack of land and readily available units for potential businesses to move into. This is also limiting the growth potential of existing businesses.

The replacement Local Development Plan is expected to be adopted in Summer 2025. It will set out the planning policy framework to enable the provision of

approximately 6,240 additional jobs by allocating 38ha of employment land and including policies to facilitate economic growth.

What the evidence tells us

Monmouthshire has an employment rate of 77.7%, significantly higher than the UK figure of 75.5%. We have the highest number of active enterprises in Wales at 777 per 10,000 population⁸. A high proportion of these are micro-enterprises employing fewer than ten people. The Gross Value Added, or GVA, per head of population is the seventh highest in Wales.

The largest industries are health, wholesale and retail, manufacturing and accommodation and food. 3,120 people were employed in the tourism sector pre-Covid which is around 9% of the total jobs in the county.

Monmouthshire has an ageing population with 58.4% of the population of working age, this is nearly five percentage points below the British average. The replacement Local Development Plan needs to provide housing that meets the needs of a younger population, with more affordable homes, including more social housing for rent.

The number of vacant retail premises in several town centres is at higher levels than has been the case for several years. Shopping patterns in a post pandemic world suggest that these town centres will need to adapt to a different set of consumer needs if they are to be successful.

What we want to achieve	The actions we will take	How we will measure progress	Who is accountable
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Vibrant town centres which bring people together and attract investment	<ul style="list-style-type: none"> • Seek the investment to implement the existing placemaking plans in Caldicot, Usk, Wye Valley Villages and Chepstow • Work with local people to create Placemaking Plans for Monmouth, Abergavenny and Magor • Support the amenities, events and experiences that attract people to our towns making use of facilities such as our museums the newly refurbished Borough Theatre in Abergavenny, Caldicot Castle, Chepstow Drill Hall and Chepstow Castle • Work with property owners and landlords to minimise town centre vacancies • Ensure town centres are accessible via active travel and public transport such as the proposed Magor Walkway station • Continue to support the tourism sector and enhance the experience for visitors to our county 	<ul style="list-style-type: none"> • Creation of new placemaking plans for Monmouth, Abergavenny and Magor • Town centre footfall • Percentage of vacant town centre premises • Annual economic impact of tourism to the county • Number of passengers using Monmouthshire railway stations 	<p>Cabinet Member for Sustainable Economy</p> <p>Cabinet Member for Inclusive & Active Communities</p> <p>Cabinet Member for Climate Change & the Environment</p>
People of all ages and backgrounds have the skills to do well in work or start their own business	<ul style="list-style-type: none"> • Provide more support for people who wish to start their own business including schemes such as Elevate Monmouthshire which is delivered using Community Renewal Funding, in partnership with the Alacrity Foundation and TownSq. • Promote career paths in shortage areas such as care and construction earlier and more consistently. Commit to specific activity in care apprenticeships and scale up delivery through Y Apprentis and similar schemes • Develop better links with further and higher education • Work with partners including the Cardiff Capital Region and Western Gateway to develop the skills needed by the workforce of the future including green and digital industries • Encourage innovation and clustering in sectors such as food 	<ul style="list-style-type: none"> • Number of start-up businesses assisted by the local authority and its partners • Number of working age population supported into employment by the local authority • Reduced labour shortages in sectors such as care and construction • Average gross disposable household income per head • Number of school leavers not in education, employment or training • Percentage of care experienced young people who have completed at least 3 months in education, training or employment 	<p>Cabinet Member for Sustainable Economy</p>
Sustainable Transport and Infrastructure	<ul style="list-style-type: none"> • Support the development of a modern, accessible, integrated and sustainable transport system through the implementation of a local transport plan • Develop active travel routes that encourage people to walk and cycle to towns, schools and local key destinations 	<ul style="list-style-type: none"> • Number of active travel routes created or enhanced • Number of rail and bus passengers • Percentage of local authority fleet which is made up of ultra-low emission vehicles 	<p>Cabinet Member for Inclusive and Active Communities;</p> <p>Cabinet Member for Sustainable Economy;</p>

	<ul style="list-style-type: none"> • Invest in better bus infrastructure and work with partners to enhance the local railway system including the development of a new station at Magor and improvements at Severn Tunnel Junction to improve access and usage • Work with partners to increase the frequency of train services, creating plans for a metro that links Monmouthshire to Bristol, Newport and Cardiff • Develop a county wide digital solution that matches those who need to travel with those who have car spaces • Maintain and improve key highways infrastructure including roads, pavements and bridges • Work with Gloucestershire County Council and The Forest of Dean District Council to improve transport infrastructure which reduces congestion in and around Chepstow • Make representations to Welsh Government for a speed limit reduction on the A40 at Raglan and other sites of community concern, and work with Welsh Government, Town and Community Councils and schools to address road safety issues, particularly around schools 		<p>Cabinet Member for Climate Change & the Environment</p> <p>Cabinet member for Inclusive & Active Communities</p> <p>Cabinet Member for Climate Change & the Environment</p>
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A Safe Place to Live

For most people, Monmouthshire is a really good place to live but not for everyone. This needs to change. We will work with partners to create a safe place that people are proud to call home, increase the availability of good quality affordable housing, reduce homelessness and promote approaches to help homeowners to improve energy efficiency and reduce carbon emissions.

The issue we face

House prices in Monmouthshire are the highest in Wales. The ratio of prices to workplace-based earnings makes property ownership unaffordable for many. This is compounded by the limited availability of private rental properties.

A shortage of development land and increased phosphate levels in rivers has led to much development being put on hold, restricting supply and driving up prices. This means many people have to move out of the area making it harder for employers to recruit, causing knock-on effects for the local economy, key services and the longer-term viability of our communities.

Recent changes to Welsh Government policy have resulted in a significant increase in pressure to provide temporary and permanent accommodation to homeless households. There is a limited supply of suitable accommodation while squeezed incomes and rising living costs mean demand for affordable accommodation continues to rise at a rate well above that which can be met by local housing associations.

Those who do own a home can also face challenges. Monmouthshire has an older, less energy efficient

housing stock than many parts of the county. Carbon emissions from homes are a significant part of the county's carbon footprint. This contributes to fuel poverty, something that is likely to be experienced by more households given the current economic climate and high energy prices.

People need a place to call home, they also want to feel safe and have a sense of belonging. Anti-social behaviour is increasing in some parts of the county, and residents have voiced concerns about the responsiveness of agencies. In Monmouthshire we are seeing rising levels of crime, albeit levels are still below neighbouring areas and national averages.

What the evidence tells us

House prices in Monmouthshire rose 35% between 2016 and 2021 and now average £373,000⁹. This is significantly higher than the Wales average of £224,000 and the UK average of £295,000¹⁰.

The ratio of house prices to earnings is the highest in Wales with average house prices at around 9 times workplace-based earnings, compared to the Wales average of 6.5 times.

Monmouthshire also suffers from a limited supply of private rented properties. The number of properties available to rent reduced by almost 50% between 2010 and 2019, with prices increasing by 25% over this period. The private rental market is highly unlikely to be a viable option for those in receipt of Local Housing Allowance or Universal Credit with only 5.75% of privately rented properties in Monmouthshire affordable for those in receipt of Local Housing Allowance¹¹.

Rapid Rehousing

Monmouthshire is experiencing unprecedented numbers of people in temporary accommodation as we grapple with a shortage of affordable housing. We will be using a rapid rehousing approach to prevent homelessness reoccurring and reduce the use of temporary accommodation.

Rapid Rehousing is an internationally recognised approach which ensures that anyone experiencing homelessness can move into a settled home as quickly as possible, rather than staying in temporary accommodation for long periods of time.

There are currently 4,200 households waiting for social housing in the county, of which 322 are homeless. Modelling predicts that around seven out of every ten new households will be priced out of the housing market.

These factors all contribute to higher numbers of homeless households in the county. More homeless households are having to be housed in temporary accommodation with numbers increasing from 18 households at the end of 2019 to 200 in March 2023. The number of households unintentionally homeless and in priority need has increased fivefold from 15 in 2020/21 to 78 in 2021/22.

A prominent issue raised during our workshops was the need for wider preventative work through focusing on earlier intervention which would help to alleviate pressure on housing demand and reduce the need for temporary accommodation. A Rapid

Rehousing approach to homelessness has developed to transform the delivery of homeless services.

Evidence globally shows links between inequality and crime levels. While there are no studies of this locally, recorded crime in Monmouthshire increased by 25% in the five years to 2021 with increases across ten crime categories

What we want to achieve	The actions we will take	How we will measure progress	Who is accountable
Increased supply of good quality affordable housing	<ul style="list-style-type: none"> • Produce a Replacement Local Development Plan with affordable housing and well-connected net zero carbon development at its heart • Work with partners to develop homes for social rent on public sector land and bring more empty properties back into use • Buy accommodation which can be rented-out at affordable levels • Explore the feasibility of, and opportunities for, co-operative and community housing • Explore whether the Council should act as developer in addition to working with registered social landlords to bring forward new homes • Explore new ways of constructing homes quickly and efficiently, such as modular builds • Review and update the shared housing allocations policy 	<ul style="list-style-type: none"> • Ratio of house prices to earnings • Number of additional units of affordable housing i) granted planning permission and ii) delivered in the year • Percentage of social housing allocated to homelessness households • Number of households in band 1 with a homeless duty e.g. waiting for social housing 	Cabinet Member for Inclusive and Active Communities & Cabinet Member for a Sustainable Economy
Reduce the number of people who become homeless	<ul style="list-style-type: none"> • Introduce an innovative Rapid Rehousing approach to prevent homelessness recurrence and the need for temporary accommodation and deliver on the rapid rehousing action plan. • Reduce the use of B&B accommodation by acquiring more private leased properties and purchasing properties for temporary housing • Eliminate the use of B&B accommodation for households with children and young people • Work collaboratively with social services to avoid care leavers becoming homeless 	<ul style="list-style-type: none"> • Percentage of homeless applicants who are successfully prevented from becoming homeless • Number of additional/new units of homeless accommodation delivered in the year • Number of young people and households with children in B&B accommodation • Number of homeless households in temporary accommodation • Number of care experienced people who are homeless 	Cabinet Member for Inclusive and Active Communities

<p>A more energy efficient housing stock with a lower carbon footprint</p>	<ul style="list-style-type: none"> • Ensure access to advice and support for homeowners and landlords to retrofit homes to alleviate fuel poverty, increase energy efficiency and reduce carbon emissions • Work with partners to maximise the benefits of funding schemes such as Eco4 to reduce fuel poverty • Conduct a feasibility study into a purchase-retrofit-rent out approach to bringing empty properties into use as exemplar social homes • Take steps through the RLDP to ensure that new homes built in Monmouthshire have the highest energy efficiency standards 	<ul style="list-style-type: none"> • Percentage of homes that have a poor/good energy efficiency rating • Average carbon emissions per capita in Monmouthshire 	<p>Cabinet Member for Inclusive and Active Communities</p>
<p>Communities in which everyone feels safe and respects each other</p>	<ul style="list-style-type: none"> • Work with police, partners and communities to tackle anti-social behaviour • Continue to develop our CCTV network and maintain street lighting • Ensure that schools, police, youth and social services work together and focus on crime prevention • Work with partners across Gwent to tackle violence against women and girls, domestic abuse and sexual violence • Work with Town and Community Councils and communities to tackle litter, fly-tipping, graffiti and dog fouling 	<ul style="list-style-type: none"> • Rate of anti-social behaviour incidents per 1,000 population • Percentage of people feeling safe at home, walking in the local area, and when travelling • The proportion of those referred to the youth offending service who subsequently re-offend. • The number of rapes and sexual offences committed in the county 	<p>Cabinet Member for Equalities & Engagement</p> <p>Cabinet Member for Social Care, Safeguarding and Accessible Health Services</p>

A Connected Place Where People Care

Monmouthshire will be a place where people's contributions are valued, they feel part of a community and are connected to others.

The issue we face

The health and social care system is facing significant challenges and statutory services are struggling to cope with the volume and complexity of demand.

We have a track record of delivering innovative approaches and rich partnership working. However, budgets are contracting, and recruiting and retaining key staff is becoming more challenging. This means that people cannot always access the support they need.

We recognise that well-being is about far more than treating people when they get sick. There are many factors that can have an impact on our health including the environment, housing, what we do for work, how much we earn, our lifestyles, transport and community cohesion. These wider determinants of health, sometimes called the social determinants, can impact in either a positive or negative way on physical and mental health.

What the evidence tells us

Monmouthshire has an ageing population with 12.1% of the population aged 75 or over which is the highest in the Cardiff Capital Region area.

Alongside overall life expectancy, it's important to look at the number of years that people experience good health. Average *healthy* life expectancy in Monmouthshire is 69.3 for females and 68.7 for males, both are above the average for Wales and the other local authorities in the Aneurin Bevan Health Board area. This hides inequalities at a local level with the gap in healthy life expectancy between those living in the most and least affluent parts of the county being 7.7 years for females and 3.1 years for males.

Improving healthy life expectancy for everyone, through increased physical activity and healthier diets could help people to have more years of good health. This will reduce the demand for social care and health services.

We have a good track record of partnership working and recognise the importance of maintaining and building on regional partnerships to develop enhanced community and primary care through local Neighbourhood Care Networks or NCNs.

87% of adults receiving care and support are happy with the services they receive compared to 89% in the previous two years. Maintaining satisfaction levels will be challenging in the face of budget and workforce pressures. Alongside this we will continue to transform services enabling them to keep pace with the expectations of today's service users who will have very different ideas of what it means to live

independently and have a good life than those of the generation that went before them.

The number of people providing unpaid care is on the increase across the UK. Research shows that carers are providing tens of billions of pounds of unpaid care in the UK. These people perform a vital role and without their efforts the health and social care system would become overwhelmed.

The numbers of children who are looked after by the local authority has risen in recent years and remains at just above the Welsh average at 120 per 10,000 population.

Research shows that young people who have experienced care, often have much poorer outcomes in adult life than their peers. They are more likely to not be education, employment or training and they are more also likely to be homeless¹². Our Corporate Parenting Strategy and Panel provide key opportunities to promote and further the needs and interests of this group.

The local authority is supporting an increasing number of unaccompanied asylum-seeking children. This group often have different needs to the wider population.

<p>High quality social care which enables people to live their lives on their terms</p>	<ul style="list-style-type: none"> • Ensure that information, advice and assistance is available to provide timely access to social care • Work with partners to enable people to stay in their own homes and communities wherever possible • Provide early help and preventative services that reduce the likelihood of children and families requiring long-term support • Invest in the provision of high-quality placements for vulnerable children and young people who cannot be placed with foster carers • Increase in-county placement options and work with partners to ensure that care will be provided without profit • Expand the Family Time service to provide increased flexibility to meet children's needs in line with their individual care plans • Support effective discharge from hospital by facilitating further opportunities for integration between health and social care including increased in-reach into hospital settings • Continually review all funded care packages to ensure they remain appropriate and equitable across recipients • Provide a high-quality residential care facility for people with dementia • Expand the availability of carers for those who wish to receive direct payments to arrange their own care and support needs 	<ul style="list-style-type: none"> • Percentage of adult service users who have had the right information or advice when they needed it • Percentage of assessments completed within statutory timescales • Number of children supported to remain living with their family • Number of children who are rehabilitated home after a period of being looked after • Percentage of families reporting a positive outcome after a Building Stronger Families intervention • Percentage of placements of children who are looked after which are with in-house foster carers • Number of patients waiting for discharge from hospital for social care reasons 	<p>Cabinet Member for Social Care, Safeguarding and Accessible Health Services</p>
<p>A healthy and active Monmouthshire where loneliness and isolation are reduced, well-being is promoted, and people are safeguarded</p>	<ul style="list-style-type: none"> • Work with public sector partners across Gwent to improve the social determinants of health such as income and access to green spaces • Provide a varied range of activities in a safe environment, such as community hubs and leisure centres, for children, young people and adults to participate in a wide range of activities that contribute to health and well-being • Explore new ways to improve the refurbishment of Caldicot Leisure Centre • Promote healthier lives and increased physical activity through the provision of sports and leisure facilities and open spaces under the MonLife brand • Maintain and develop early help and preventative services for children and families 	<ul style="list-style-type: none"> • Average healthy life expectancy at birth • Average difference in healthy life-expectancy between men and women • Number of people attending i) MonGames ii) Food and Fun iii) Active Play • Percentage of adult service users who are happy with the care and support they receive • Percentage of people who have had a positive outcome following a period of reablement 	<p>Cabinet Member for Social Care, Safeguarding and Accessible Health Services</p> <p>Cabinet Member for Inclusive and Active Communities</p> <p>Cabinet Member for Education</p>

	<ul style="list-style-type: none"> • Promote whole school approaches to support the mental well-being of children and young people • Provide direct care which is flexible and supports people to achieve their personal outcomes • Work in partnership with carers to provide a range of services that are responsive to their needs 	<ul style="list-style-type: none"> • Number of carers and young carers supported by the carers team • Percentage of people participating in sporting activities three or more times a week • Percentage of people who attend or participate in arts culture or heritage activities three or more times a year by local authority 	
<p>A professional and passionate social care workforce</p>	<ul style="list-style-type: none"> • Promote social care as a career of choice and find innovative ways of growing recruitment of the best people • Encourage diversity and inclusion within the workforce with representation of more people from different ethnic minorities and with disabilities and / or specific support needs • Uplift fees for care providers to ensure they can continue to pay the real living wage to retain key staff to continue to meet the needs and vulnerable people 	<ul style="list-style-type: none"> • Number of job vacancies in social care workforce • Percentage of the workforce from ethnic minority backgrounds • Percentage of workforce with disabilities and / or specific support needs 	<p>Cabinet Member for Social Care, Safeguarding and Accessible Health Services</p>

A Learning Place

Monmouthshire will be a place where everybody experiences the best possible start in life and has the opportunity to learn; developing the skills and knowledge they will need to reach their potential.

The issue we face

The pandemic has had a substantial effect on schools and pupils. The two years of uncertainty and significant disruption to learning has inevitably left a legacy. All pupils experienced time away from formal learning and the school environment and this has led to challenges for both students and the professionals in our schools. Since schools have reopened the education system in Wales has continued to evolve with reforms and developments including the new Curriculum for Wales and the introduction of a new Additional Learning Needs Act.

Schools recognise that there is still a need to support all learners to secure the necessary skills and knowledge that we would expect them to have at the relevant point in their education. The pandemic created new challenges for all learners but impacted more upon those who are vulnerable and disadvantaged. In particular we have seen attendance at school at much lower rates than before the pandemic. The emotional and mental well-being of pupils was often affected, with many experiencing increased uncertainty, anxiety and loneliness. In line with our guiding principles, it is vital that we develop more opportunities to listen and learn from our pupils and students.

Before the pandemic we knew that our disadvantaged learners did not achieve the

outcomes we would wish. The pandemic has worsened the learning experiences of many vulnerable students such as those eligible for free school meals.

We have strengthened our capability to promote and ensure that we have an inclusive education system. This new team are supporting schools across Monmouthshire.

The current economic climate is putting a strain on many families and posing a risk to emotional and mental well-being, meaning those feelings of anxiety are likely to continue, for both pupils and families. As costs increase and budgets tighten, schools will be under pressure to deliver high quality performance with limited resources, putting a strain on both pupils and teachers.

What the evidence tells us

Across Wales, the number of pupils persistently absent increased during the pandemic and has remained high at around 10%, compared to less than 3% pre-pandemic. In addition, the attendance gap between pupils eligible for free school meals and those not, was exacerbated by the pandemic, increasing from 6% to 16%. Persistent absence in primary-aged pupils has increased to 5%, compared to 1.6% before the pandemic. Research has found that the pandemic has had a disproportionate impact on the mental health and emotional well-being of children and young people, with many reporting increased feelings of depression.

Professionals across Monmouthshire recognised that the strain on emotional and mental well-being has continued beyond the 'end' of the pandemic. The rising costs are causing stress not only to families who are having to spend more on uniforms and school supplies but also to schools who are facing increased energy and staffing costs.

Getting Children Back to School

Pupils have suffered an unprecedented disruption to their learning over the past few years as a result of the pandemic. It is vital that we support schools to secure high levels of attendance and minimise levels of persistent absence. We need to develop our engagement with families and schools to minimise any potential barriers to school experiences.

The Whole School Approach to Emotional and Mental Wellbeing recognises and seeks to address the impact of the pandemic and the return to school.

The Curriculum for Wales offers an opportunity to support learners' health and wellbeing as a core part of their time in school.

Monmouthshire's adult population generally are more qualified, on average, than other counties in Wales. Over half of Monmouthshire's working age population, or 52.6%, are qualified to level NVQ4 and above, compared to 38.6% for Wales and 43.6% for

the UK. A much smaller percentage of our population hold no qualifications. In Monmouthshire 3.1% of working age adults have no qualifications compared to 8.3% and 6.6% for Wales and the UK, respectively. However, Monmouthshire has the third lowest number of people attending community

learning activities in Wales. Continued learning as adults not only contributes to development and increases opportunities, but it can also benefit mental well-being. A more detailed table of evidence is contained later in this document. Regular reports will be published showing progress against these to

enable the authority to be held to account for delivery.

What we want to achieve	The actions we will take	How we will measure progress	Who is accountable
Improved school attendance and reduced levels of exclusion which remove barriers to learning for vulnerable pupils	<ul style="list-style-type: none"> Develop an inclusion strategy that recognises the challenges brought about by the pandemic Develop new approaches to improving attendance focusing on early identification of need to address all barriers to school attendance 	<ul style="list-style-type: none"> Percentage of pupil attendance at primary level (all learners and those eligible for free school meals) Percentage of pupil attendance at secondary level (all learners and those eligible for free school meals) Number of permanent and fixed term exclusions Engagement of schools in professional learning and resources around Emotionally Based School Avoidance (EBSA) 	Cabinet Member for Education
The benefits of the new curriculum in Wales are maximised through excellent teaching and learning	<ul style="list-style-type: none"> Develop a consistent and uniform approach to ensure that excellent teaching and learning is the basis of the school day Develop a broader 14-19 offer including more collaboration between comprehensive schools and further education partners Develop more opportunities to listen to and learn from our pupils and students Promote and develop greater opportunities for children and young people to learn and speak Welsh in both Welsh medium and English medium schools Work with partners to provide a wide-ranging professional learning offer that develops and supports our school teams to provide excellent learning experiences 	<ul style="list-style-type: none"> Number of Estyn Inspections recognising positive progress towards the implementation of the Curriculum for Wales Range of courses available to reflect the needs and interests for 14-19-year olds Meeting the range of targets set out in the Welsh in Education Strategic Plan (WESP) School based staff access a wide range of appropriate and focused professional learning 	Cabinet Member for Education
A truly inclusive educational system that recognises learners' starting points, strengths and educational needs	<ul style="list-style-type: none"> Ensure that our provision meets the needs of a wide range of learners including vulnerable groups and those with additional learning needs Universal provision effectively supports all learners to achieve their potential 	<ul style="list-style-type: none"> Progress of vulnerable learners is good A good range of appropriate provision to meet the needs of vulnerable learners 	Cabinet Member for Education

	<ul style="list-style-type: none"> • Maintain a continual focus on school and classroom approaches to improving outcomes for children eligible for free school meals • Develop a broader educational offer to include both academic and vocational pathways and engage partners from public and private sectors • Develop more support, such as coaching and mentoring for pupils • Ensure those at financial disadvantage have access to IT equipment • Improve the affordability and accessibility of adult education courses 	<ul style="list-style-type: none"> • Additional Learning Provision (ALP) meets the needs of vulnerable learners in the county and is of good quality • Number of adult learners enrolled in local authority community education • Percentage of adults with qualifications at Level 4 and above of the national qualifications framework 	
Continue our programme of school modernisation	<ul style="list-style-type: none"> • Build a new, carbon neutral, 3 – 19 school in Abergavenny • Increase Welsh medium primary school provision including a newly refurbished school on the site of Deri View and the opening of a seedling provision in Monmouth • Develop a strategic review of all schools and their catchment areas • Undertake a 'learning led' review of educational provision in Chepstow to create a sustainable education plan for the town • Continue to develop the county's early years offer supporting both the maintained and non-maintained sectors to provide the greatest opportunities for families • Maximise the opportunities for greater community usage and engagement in our schools 	<ul style="list-style-type: none"> • All measured by attainment of key milestones 	Cabinet Member for Education

Our Council

We want to be a council that works alongside and with citizens, neighbourhoods and communities. We will be a values-led organisation where we encourage our people to be accountable, innovative and courageous.

The Council is accustomed to change. It is recognised across the U.K. as being creative, innovative and open to new ideas. These qualities will be necessary if we are to continue to do well in the challenging circumstances described throughout this Plan.

Our budgets may not be large compared to other local authorities, but we will build on our greatest asset - our people, our on-payroll staff and our citizens. Working together we can make a positive difference.

We will put citizens front and centre

We will strengthen how we work with and for communities. We will build on what has already been put in place. The Local Government and Elections (Wales) Act 2021 gives us a useful framework to facilitate community asset building. We will supplement this by maintaining wider networks which will support our communities to thrive and be resilient. Open and honest relationships with our residents and partners matter to us.

We recognise that people are the experts in their own lives, and our public participation strategy will reflect that. We will work to understand what matters to people and what we can do together so that we can all see the benefits. We want Monmouthshire to be a place you are proud to live in or be a part of.

During the first 12 months of this plan, we will review our customer service channels (online, phone and in person). It matters to us that the Council is accessible

and that all enquiries get a prompt response. We know this is not always the case now. We will reset service standards that you can be confident in.

We will value our staff

We have a passionate and dedicated workforce who deliver a wide range of services and are always open to new ways of working. Many of them are Monmouthshire residents. They have a real interest in the Council doing well because their families are recipients of service. Every town and village in the county will have Council staff living there. This proximity matters to us.

A new People Strategy will help to ensure that our workforce is well trained and highly motivated. It will also address questions about new skills / roles that may be needed over the next four to five years. We will seek to capitalise on the skills of the widest possible pool of talent and develop a diverse and inclusive workforce by meeting our equality, diversity and inclusion commitments, including becoming a Disability Confident employer.

We will be a good partner

Partnership is core to how we work. A council of our size needs to embrace partnership with others to achieve our purpose. We will always seek to be a good partner and a partner of choice. We will commit for the long term and work through issues that arise. Regionally we will work with Welsh Government, Cardiff Capital Region and the Gwent Public Services Board to fulfil our commitments on for example, decarbonisation, transport, housing and regeneration. We will strengthen our collaboration with community and town councils and continue to lean into the expertise and enthusiasm of the many volunteers and community groups that make this county so special.

We will be financially responsible

This plan has been produced against the backdrop of economic uncertainty. We face rising energy costs, inflation and escalating borrowing costs, alongside increased demand pressures in areas such as children's services, adult social care, homelessness, additional learning needs, and home to school transport.

We will always be responsible and meet the needs of our citizens in the most cost-effective way. If we cannot afford to do something, we will be open about the reasons before making changes.

Alongside this we will continue to bid for external funding wherever success will advance our purpose. We will not be distracted by small sums that require disproportionate time to secure and subsequently manage. We will look to work with Welsh Government, UK Government and internationally wherever there is advantage to Monmouthshire to do so.

We will make good use of everything we own

We have a diverse land and property portfolio. In the first 12 months of this plan, we will undertake a review of property assets and develop a new Asset Strategy.

We will aim to reduce running costs and the climate impact of our services, ensure that all our services and public buildings are fully accessible. We will put our partnerships with the managers of community and cultural buildings in local authority ownership on a long-term sustainable footing, generate rental income and, identify the best way to repurpose or redevelop any surplus or under-used assets.

We will spend well

Our new socially responsible procurement strategy will support us to buy goods and services that are sustainable, ethically produced, local where possible, and in line with our priorities. We will seek to reduce our carbon footprint while delivering community benefit and social value.

We will be smart with digital & data capabilities

We will use digital and data to deliver services and meet customers' needs in ways which were unimaginable ten or fifteen years ago. As a small organisation we do not have the scale of resources to do everything by

ourselves. We will build our network and collaborate with others to bring the latest practice to Monmouthshire.

Monitoring and Evaluation

The Community and Corporate Plan sits at the heart of our performance management framework. This ensures there is a shared understanding of what needs to be achieved and makes sure that it happens.

All other plans will be built from the Community and Corporate Plan. These include the high-level enabling strategies that form the Council's policy framework and the strategic plans that provide the detail that brings this strategy to life.

We are a partner in the Public Service Board, which is responsible for setting well-being objectives for the county of Gwent. The local authority's own well-being objectives are set by Council and form the backbone of

the Community and Corporate Plan. We produce an annual report self-assessing our progress against the objectives. Each of our teams has a service business plan that aligns to deliver these objectives. We have a range of performance measures that we use to keep track of our progress. Our risk management policy enables us to manage strategic risks to our delivery. Our employee aims and objectives show the contributions that individual colleagues make to these objectives and delivering our vision in accordance with our values.

Underpinning our performance management framework is a suite of measures that enable us to understand how well processes are working and more importantly to track progress against the things that matter.

Each objective identifies some of the measures we will use to evaluate our progress. The measurement

framework provided as an appendix to this report provides further details of the targets that Cabinet will use to track progress. This data will be reported to the Performance and Overview Scrutiny Committee to ensure accountability and transparency.

When we are dealing with complex issues it isn't always easy to measure progress quarterly or annually in a single number. In the plan we've highlighted some of the more accessible metrics and milestones but behind all major programmes of activity we have a separate project plan or service business plan that describe the specific actions we will be working on to deliver the objectives. We will use these alongside a range of other evidence to self-assess our progress through an annual self-assessment report. This will clearly identify how well are we doing, how we know (the evidence we have used), and what and how we can do better.

¹ Welsh Index of Multiple Deprivation, measured at Lower Super Output Area level

² <https://statswales.gov.wales/Catalogue/Community-Safety-and-Social-Inclusion/Poverty/peopleinrelativeincomepoverty-by-whetherthereisdisabilitywithinthefamily>

³ <https://endchildpoverty.org.uk/homepage/>

⁴ <https://www.base-uk.org/employment-rates#:~:text=Severe%20or%20specific%20learning%20difficulties,Autism%3A%20Employment%20rate%202021.7%25>

⁵ State of Nature report (2019)

⁶ The Greater Gwent State of Nature report

⁷ A Cardiff University study showed a substantive decline in otter populations in 2021 for the first time since the 1970s.

⁸ <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/Businesses/Business-Demography/activebusinessenterprisesperpopulation-by-area-year>

⁹ <https://www.principality.co.uk/mortgages/house-price-index> , Data Used for Quarter 3 2022

¹⁰ <https://www.ons.gov.uk/economy/inflationandpriceindices/bulletins/housepriceindex/september2022#house-prices-by-country>

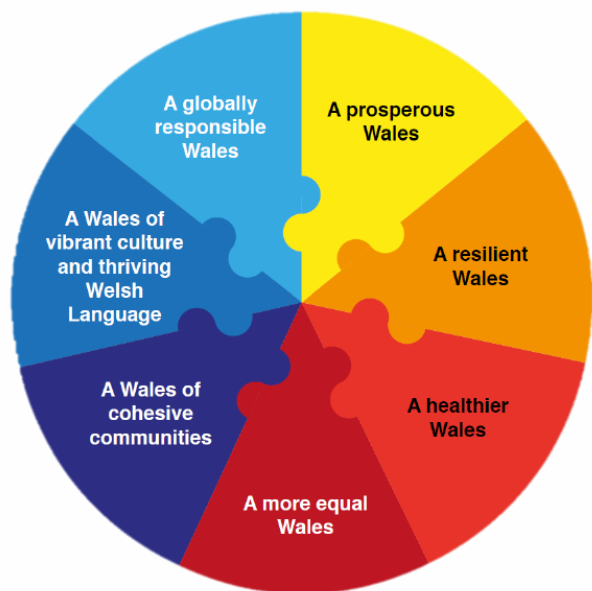
¹¹ Local Housing Market Assessment conducted by Monmouthshire County Council

¹² <https://www.barnardos.org.uk/sites/default/files/2021-05/No-Place-Like-Home-Report-IKEA.pdf>

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 national wellbeing goals and take all reasonable steps to meet the objectives. The seven wellbeing goals are shown in the diagram below while our own well-being goals are incorporated within this plan.

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The contribution our local objectives make towards the seven national objectives has been assessed

and is shown in the table below

Contribution of Council Well-being Objectives to National Well-being Goals

MCC Well-being Objectives	Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	Wales of vibrant culture and thriving Welsh Language	Globally responsible Wales
Fair place to live	✓		✓	✓		✓	
Green place to live		✓	✓		✓		✓
Thriving and ambitious place	✓	✓		✓	✓	✓	✓
Safe place to live		✓		✓	✓		✓
Connected place			✓	✓	✓		
Learning place	✓		✓	✓		✓	

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

Balancing short term needs with long term needs

Throughout the plan the priorities and actions agreed are forward looking and aim to have a positive long-term impact. The focus on reducing carbon emissions and the health of biodiversity and the environment is extremely important in fighting the effects of climate change which will be around for many years to come. Increasing the energy efficiency of homes is important to alleviating fuel poverty in the short-term, while also having a positive long-term contribution in the form of reduced carbon emissions

Using an integrated approach, balancing social, economic and environmental needs.

The Council works closely with business, communities and partners to deliver its goals. The seven national well-being goals are central to the Council's six objectives and run

throughout everything that we do. The table above highlights which of the objectives impacts on each of the seven national wellbeing goals. The links between the different things we want to achieve in the community and corporate plan set out below. The Council will work together with other partners to help deliver many aspects of the objectives.

Involving others and considering their views.

A range of information has been used to inform the development of the plan, together with workshops held with a range of those with an interest in the county. Monmouthshire County Council aims to involve community members wherever possible. For example, working with landlords and property owners to minimise town centre vacancies and setting out plans to maximise opportunities to hear the voices of learners in schools to ensure that the new curriculum is working for them.

Working in collaboration with others.

Collaboration is important to us and can be seen within every objective. The Council works with public service partners across Gwent to: improve the social determinants of health; ensure that all homes have good digital connectivity; ensure people are able to stay in their own homes and communities wherever possible, and to create better links with further and higher education.

Putting resources into preventing problems

The plan has a strong focus on prevention, with resources going into preventing problems occurring or getting worse. There is a focus in social care services on trying to prevent crisis and that avoidable hospital admissions are reduced. Another key aim is to maintain and develop early and preventative services for children and families.

The table below illustrates how what we want to achieve in the plan integrates with other commitments.

Integration of commitments in the Community and Corporate Plan	Improved life chances regardless of income	Access to services and support to live a healthy life	Diverse and inclusive workforce	Participation in all aspects of life including culture, sport and democracy	Nature recovery, improved environmental and river health	Sustainable local agriculture and consuming more local and seasonal produce	Net zero by 2030 and reduce county carbon footprint	Vibrant town centres and attract investment	All ages and backgrounds have the skills to do well in work	Sustainable Transport and Infrastructure	Good quality affordable housing	Reduce the number of people who become homeless	Energy efficient housing stock with a lower carbon footprint	Everyone feels safe and respects each other	Social care which enables people to live their lives on their terms	Loneliness and isolation are reduced, well-being is promoted, and people are safeguarded	Professional and passionate social care workforce	Improved school attendance and reduced levels of exclusion	New curriculum in Wales maximised through excellent teaching and learning	Truly inclusive educational system	Develop well-being; be it emotional, mental or physical	Programme of school modernisation
Improved life chances regardless of income	█	█	█						█			█		█				█	█	█		
Access to services and support to live a healthy life	█	█	█												█	█						
Diverse and inclusive workforce	█	█	█														█					
Participation in all aspects of life including culture, sport and democracy				█												█					█	
Nature recovery, improved environmental and river health					█	█	█			█		█										
Sustainable local agriculture and consuming more local and seasonal produce					█	█	█															
Net zero by 2030 and reduce county carbon footprint					█	█	█			█		█										
Vibrant town centres and attract investment								█	█	█												
All ages and backgrounds have the skills to do well in work		█						█	█			█		█				█		█		
Sustainable Transport and Infrastructure					█	█	█	█	█	█												
Good quality affordable housing										█	█											
Reduce the number of people who become homeless	█	█							█	█	█	█						█		█		
Energy efficient housing stock with a lower carbon footprint							█		█	█		█										
Everyone feels safe and respects each other	█	█	█						█					█	█	█		█		█		
Social care which enables people to live their lives on their terms		█												█	█	█	█				█	
Loneliness and isolation are reduced, well-being is promoted, and people are safeguarded		█		█										█	█	█	█				█	
Professional and passionate social care workforce			█												█	█	█					
Improved school attendance and reduced levels of exclusion	█								█			█		█				█	█	█	█	█
New curriculum in Wales maximised through excellent teaching and learning	█																	█	█	█	█	█
Truly inclusive educational system	█								█			█		█						█	█	█
Develop well-being; be it emotional, mental or physical				█											█	█				█	█	█
Programme of school modernisation																			█	█	█	█

The Local Government and Elections (Wales) Act 2021

The Local Government and Elections (Wales) Act 2021 (“the Act”) provides a legislative framework for local government elections, democracy, governance and performance. The Act requires each council in Wales to keep under review the extent to which it is meeting the performance requirements. This means the extent to which:

- it is exercising its functions effectively;
- it is using its resources economically, efficiently and effectively;
- its governance is effective for securing these.

The mechanism that a council uses to keep its performance under review is self-assessment, with a duty to publish a report setting out the conclusions of the self-assessment once every financial year. Self-assessment will be complemented by a panel performance assessment once in an electoral cycle, providing an opportunity to seek external insights (other than from auditors, regulators or inspectors) on how the council is meeting the performance requirements.

Equality and diversity

All the current decisions made by Council and Cabinet are assessed using an integrated impact assessment which ensures equality and sustainable development are considered fully in the decisions we take.

The Council has a long-standing commitment to equality and diversity. We have a Strategic Equality Plan, produced under the Equality Act 2010, which sets our objectives to deliver better outcomes for people with protected characteristics. Annual monitoring reports provide updates on progress on the action plans in the Strategic Equality Plan and evidence good practice being carried out across departments. These can be found [here](#).

Socio-Economic Duty

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions. Almost any decision the Council makes has some socio-economic impact. This is because of the nature of our responsibilities and the extent to which some groups, communities and vulnerable people rely on public services. Our aim is to properly understand this impact so that we can identify how we can maximise our support, where possible, and try to minimise any negative impact on people in greatest need.

The Welsh Language

The Welsh Language (Wales) Measure 2011, and accompanying Welsh Language standards, place a legal duty on councils to treat Welsh and English equally, to promote the Welsh Language and provide services to the public through the medium of Welsh. We have a Welsh Language Strategy for 2022-2027, which identifies a vision of how the language will look in Monmouthshire in five years and is accompanied by targets to

help achieve it. The annual monitoring reports reflect our progress against our Welsh language commitments under the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards. These can be found [here](#).

Developing the Plan

Identifying the evidence

We began by gathering a wide range of information to understand the issues that are most important to people. We have developed our understanding of our places and the people who live here through a range of assessments and research including the well-being assessment, population needs assessment, and research for the Replacement Local Development Plan (RLDP). We also used a range of existing sources of information and knowledge including our whole authority self-assessment, cabinet priorities and engagement feedback.

Some of the key issues we identified include:

Economic

- Monmouthshire has a competitive economy with excellent potential for growth. There is, however, a low rate of business start-ups compared to the capital region and Wales as a whole.
- The house price to earnings ratio in the county makes it difficult for young people and future generations to live and work locally.

Social

- There are significant income inequalities within communities, with wealth sitting alongside relative poverty on a scale not seen in other parts of Wales.
- We have an ageing population; while this has many advantages, it will create

additional pressure on health and social care.

- There are significant differences in life expectancy, and action is required to address health inequalities and ensure that a range of programmes are in place to increase the opportunities people have to live healthy lives
- There are good levels of educational attainment in the county but some groups, such as those eligible for free school meals and vulnerable children, are not achieving at the same level as the wider population and the gap is not narrowing.

Culture

- The pandemic has reduced visits to cultural attractions that play an important role in well-being, such as museums and theatres, which will affect their viability.
- Monmouthshire enjoys high levels of social capital. Large numbers of people volunteer which helps build connections and is a major contributor to well-being.

Environment

- The rural nature of Monmouthshire means that transport is a significant contributor to the county's carbon emissions, with some areas also experiencing poor air quality.
- The effects of climate change are becoming apparent in Monmouthshire, particularly flooding, which has impacted many communities in recent years.

Responding to the evidence

As an organisation we are outward-looking and focussed on building relationships with formal

and informal community groups enabling the council to progress its priorities in collaboration, where appropriate. As part of this we have held a series of Cabinet Member led collaborative workshops which reviewed the evidence and involved a range of representatives with an interest in Monmouthshire and expertise to help including our staff, elected members, partners, external experts and community members with knowledge and lived experience to develop the strategic direction, main outcomes and priorities for the corporate plan. In broad terms these workshops focused on:

- A strong, fair and local economy
- Health and social care
- Climate change and environment
- Excellent education for life
- Homelessness and housing
- Tackling inequalities and poverty

The contemporary policy challenges that we need to meet, working with our communities, are complex and evolving. The plan has been produced against the backdrop of economic uncertainty with the council facing rising energy prices, inflation and escalating borrowing costs alongside increased demands in children's services, adult social care, homelessness, additional learning needs and home to school

transport. These challenges are on a scale we have not seen before.

We will also continue to look at future trends to make sure we consider the things that will affect how we work in the longer-term and are able to capitalise on the benefits of emerging technology. These include areas such as transitioning to net zero, tackling the determinants of health inequality, making sure our children do well, and social care reform.

Recognising the inequality that exists in our communities the Gwent Public Service Board has agreed to become a Marmot region with the intent to implement this approach to undertake evidence-based action to reduce inequalities in Gwent. This will re-focus and accelerate progress towards reducing the root causes of health and related inequalities across Gwent. As part of this, the Public Services Board is using the eight Marmot Principles as the framework for action to reduce inequalities through its Well-being Plan.

As a partner on the Public Services Board, we are working with our partners across Gwent and the vastly experienced support of Professor Marmot and the University College London Institute of Health Equity Team to develop actions in response to the challenges faced across Gwent. This work is informing the development of the PSBs Well-being Plan and the action we need to take locally in Monmouthshire in our Community and Corporate Plan.

An important part of this approach is working together as public services and as communities,

to build on the assets we have and develop the solutions to the long-term challenges we face

The Marmot Principles

- giving every child the best start in life
- enabling all children, young people and adults to maximize their capabilities and have control over their lives
- creating fair employment and good work for all
- ensuring a healthy standard of living for all
- creating and developing sustainable places and communities
- strengthening the role and impact of ill-health prevention
- tackle racism, discrimination and their outcomes
- pursue environmental sustainability

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Appendix - Measurement Framework

Each objective in the Community and Corporate Plan will be monitored using a mix of measures and milestones to evaluate our progress and enable the Cabinet to be held to account for delivery.

There are two tables below:

- The first covers the things that the council can have a direct and measurable effect on. The measures are a mix of input, process, output and outcome measures. These are the areas where we will be targeting specific and measurable improvements and monitoring the delivery of sustained actions which contribute to our priorities.
- The second shows the things that we want to track because they will inform our work. They include things like the house price to earnings ratio and healthy life expectancy. We want to see positive movement in these measures but they are things where our input is only part of a much bigger picture and so we are not able to set targets against them.



The columns show i) the trend over the past three periods ii) the current or latest figure and iii) a target for each indicator.



The latest figure is the baseline for this plan (*). At time of publication, the figures for 2022-23 are not available for all measures. In these instances, 2021-22 is used as the baseline year.






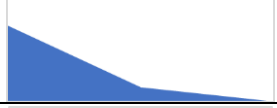



Most of the targets here have been set based on what we expect to be achieving during or by the end of 2026-27 (#). This will be the quantity we will be delivering in that year rather than a cumulative total of everything that has been done over the previous five years. Targets may be adjusted by Cabinet during the lifetime of the plan as new opportunities arise or we secure additional funds to pursue our priorities.

In the coming months, we will also look behind some of these numbers to disaggregate them. Many of the headline measures refer to 'people' but we know that populations are made up of many groups - including those with protected characteristics as defined by the Equality Act in 2010. These groups will be affected by services in different ways and we may need to introduce particular actions or mitigations as we strive for greater equity.





Performance Measures

Measure	Past Trend	Baseline* (latest available figure)	Target for the year 2026/27#
A fair place to live			
Did we do it? Milestone			
Disability confident level 2 status attained ¹			
County of Sanctuary status attained ²			
How did we do? Measures			
Number of children receiving universal free school meals ³	Not Available – New Policy	2,583	6,250
Percentage of people successfully completing the exercise referral scheme at week 16 ⁴		48	50
Percentage of people who feel they are able to influence decisions in their local area ⁵		33	40

Measure	Past Trend	Baseline* (latest available figure)	Target for the year 2026/27 [#]
Number of young people who take part in the national Make Your Mark survey and Monmouthshire-specific ballot ⁶		2306	2400
Percentage of people who volunteer ⁷	Trend data not available	32	35
Number of local employers who make disability confident employer pledge ⁸	Trend data not available	24	40
Percentage of the population who can speak Welsh ⁹		16.4	16.6
Number of Welsh speakers employed by the council		308	500
A green place to live			
Did we do it? Milestone			
Local Transport Plan supporting modal shift is produced			
New strategies and policies approved by Cabinet			
How did we do? Measures			
Carbon emissions (kgCO ₂ e) from the Council's assets and operations ¹⁰		49,119	30,000
Capacity (MW) of renewable energy equipment installed on the council's estate		6.522	6.750
Number of active travel routes in development ¹¹		16	20
Number of active travel routes created or enhanced		14	18
Percentage of municipal waste sent for recycling, reuse or composting ¹²		69.5	72
Number of people on the waiting list for allotments	Trend data not available	81	Reduce by 50%
A thriving and ambitious place			
Did we do it? Milestones			
County wide digital technology that matches those who need to travel with those who have car spaces is developed			
How did we do? Measures			

Measure	Past Trend	Baseline* (latest available figure)	Target for the year 2026/27 [#]
Annual economic impact of tourism (£) ¹³		182.79m	220.26m
Number of start-up businesses assisted during the year by the local authority and its partners		88	90
Number of working age people supported into employment during the year through action by the local authority		100	100
Percentage of school leavers not in education, employment or training ¹⁴		2	1
Percentage of care experienced young people who have completed at least three months in education, training or employment by the age of 19	Trend data not available	73.3	80
Percentage of local authority vehicle fleet which is ultra-low emission		8.2	36
A safe place to live			
Did we do it? Milestone			
Replacement Local Development Plan produced			
The use of B&B accommodation is eliminated for households with children and young people			
Rapid Rehousing Approach introduced			
How did we do? Measures			
Number of affordable homes granted planning permission in year		0	350
Number of additional units of affordable housing delivered in the year ¹⁵		91	200
Average time (months) homeless households spend in Band 1 with a homeless duty before moving on to settled/permanent accommodation		8.6	<6 months
Percentage of homeless applications who are successfully prevented from becoming homeless		50	68
Number of homeless households in bed and breakfast accommodation	To be Added	90	25
Number of 16 and 17 year olds in bed and breakfast accommodation	To be Added	new	0

Measure	Past Trend	Baseline* (latest available figure)	Target for the year 2026/27 [#]
Number of homeless households in temporary accommodation		200	146
A connected place where people care			
Did we do it? Milestone			
Development of a Mental Health action plan			
How did we do? Measures			
Percentage of adult service users who have had the right information or advice when they needed it ¹⁶		77.4	85
Percentage of assessments completed within statutory timescales ¹⁷		91.2	92
Percentage of families reporting a positive outcome following a Building Stronger Families team intervention		84	90
Number of new in-house foster carers recruited in the year ¹⁸		5	8
Percentage of placements of children who are looked after by the local authority made with in-house foster carers		40.4	45
Number of patients waiting for discharge from hospital for social care reasons (measured on an agreed census date each month)		15	12
Number of attendances at MonGames ¹⁹		4,131	4,200
Number of attendances at Food and Fun ²⁰	Trend data not available	3,620	3,840
Number of attendances at Active Play ²¹	Trend data not available	249	500
Percentage of adult service users who are happy with the care and support received ²²		86.9	90
The percentage of packages of reablement completed during the year that mitigated the need for support / achieved a positive outcome		50.8	55
A learning place			
Did we do it? Milestone			
A new carbon neutral, 3-19 school is opened in Abergavenny			
A newly refurbished Welsh-medium primary school is opened			



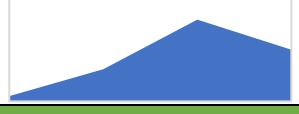







Measure	Past Trend	Baseline* (latest available figure)	Target for the year 2026/27 [#]
A new Welsh-medium seedling provision is opened in Monmouth			
A strategic review of school catchments is completed and recommendations are made to Cabinet			
Range of courses available to reflect the needs and interests for 14-19-year olds			
Progress of vulnerable learners is good			
Engagement of schools in professional learning and resources around Emotionally Based School Avoidance (EBSA)			
Additional Learning Provision (ALP) meets the needs of vulnerable learners in the county and is of good quality			
How did we do? Measures			
Percentage pupil attendance primary level (figure for those eligible for free school meals shown in brackets)		91.8 (all) 88.1% (eFSM)	94 (fsm cohort to be within 2%)
Percentage pupil attendance at secondary level (figure those eligible for free school meals shown in brackets)		88.4 (all) 80.9% (eFSM)	94 (fsm cohort to be within 2%)
Number of permanent exclusions across primary and secondary schools		5	<5
Number of adult learners enrolled in local authority community education including Coleg Gwent franchise courses		663	1192









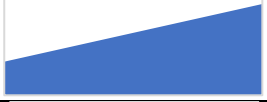





The targets here have been set based on what we expect to be achieving during or by the end of 2026-27


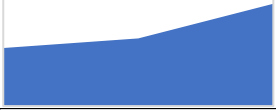









* At time of publication, the figures for 2022-23 are not available for all measures. In these instances 2021-22 is used as the baseline year

Other Measures

The following table contains figures that we want to track because they will inform our work. The table include things like the house price to earnings ratio and healthy life expectancy. We want to see positive movement in these measures but they are things where our input is only part of a much bigger picture and so we are not able to set targets against them.

	Trend	Current
A Fair Place		
Percentage of children living in relative low-income families ²³		17.4
Percentage of people living in households in material deprivation ²⁴		7
Difference in average pay between men and women working in the county		85.4
A Green Place		
Food waste captured from the waste stream and sent to Anaerobic Digestion (tonnes)		5,062
Average annual residual waste produced per person (kilograms) ²⁵		130
Average level of nitrogen dioxide pollution in the air (µg/m3), measured at Air Quality Management Areas in Monmouthshire ²⁶		6
Number of properties at medium or high risk of flooding ²⁷	Not Available	1825
Percentage of the Special Area of Conservation river catchment waterbodies that fail the phosphorus targets ²⁸	Not Available	88 for Usk 67 for Wye
A Thriving Place		
Average hourly town centre footfall ²⁹		288
Percentage of vacant town centre premises ³⁰		8.8
Number of rail passengers using Monmouthshire train stations ³¹		625,374
Motor vehicle traffic by local authority (million miles) ³²		303,039

Gross disposable household income per head (£) ³³		22,321
A Safe Place		
Median house prices compared to median workplace-based earnings ³⁴		9.24
Rate of households unintentionally homeless and in priority need per 10,000 households		19
Percentage of social housing allocated to homeless households		46.7
Average carbon emissions per capita in Monmouthshire (tonnes) ³⁵		7.5
Rate of anti-social behaviour incidents per 1,000 population		13.89
Number of rapes and sexual offences ³⁶		196
Percentage of people feeling safe at home, walking in the local area, and when travelling ³⁷		75
Percentage of homes that have an energy efficiency rating of C or above ³⁸		49.2
The percentage of those referred to the youth offending service who subsequently re-offend		18.6
Connected Place		
Percentage of children supported to remain living with their family (not including children looked after)		59.8
Number of children who are rehabilitated after a period of being looked after		19
Percentage of people who are lonely ³⁹		13
Percentage of people satisfied with their ability to get to/ access the facilities and services they need ⁴⁰		86

Percentage of people satisfied with local area as a place to live ⁴¹		95
Healthy life expectancy at birth (women) ⁴²		69.3
Healthy life expectancy at birth (men) ⁴³		68.7
Life expectancy at birth (women) ⁴⁴		84.5
Life expectancy at birth (men) ⁴⁵		81.5
Percentage of people participating in sporting activities three or more times a week ⁴⁶		42
Percentage of people who attend or participate in arts culture or heritage activities three or more times a year ⁴⁷		76
Number of carers and young carers supported by the carers team	Trend Data Not Available	237
Number of job vacancies in social care workforce		42
Learning Place		
Rate of fixed term exclusions of less than 5 days per thousand pupils (days) - Primary Pupils ⁴⁸		All - 16 eFSM – 37.2
Rate of fixed term exclusions of less than 5 days per thousand pupils (days) - Secondary Pupils		All – 123.7 eFSM – 369
Rate of fixed term exclusions of more than 5 days per thousand pupils (days) - Primary Pupils		All – 0.6 eFSM – 1.0
Rate of fixed term exclusions of more than 5 days per thousand pupils (days) - Secondary Pupils		All – 2.2 eFSM – 4.5
Percentage of adults with qualifications at Level 4 and above of the National Qualifications Framework		52.6

¹ <https://www.gov.uk/government/collections/disability-confident-campaign>

² <https://la.cityofsanctuary.org/>

³ This measures primary school pupils to receive Universal Free Primary Schools rather than the number of pupils who are eligible for free school meals

⁴ The National Exercise Referral Scheme is an evidence-based health intervention incorporating physical and behavioural changes to support clients to make a lifestyle change to improve both health and wellbeing

⁵ National Survey for Wales - <https://www.gov.wales/national-survey-wales>

⁶ Make Your Mark: Monmouthshire's Local Ballot is an annual consultation for young people ages 11-25. See <https://www.monlife.co.uk/connect/youth-service/make-your-mark/make-your-mark-monmouthshire/> for more details

⁷ National Survey for Wales - <https://www.gov.wales/national-survey-wales>

⁸ Disability Confident is a UK Government scheme designed to encourage employers to recruit and retain disabled people and those with health conditions.

⁹ Measured by the Annual Population Survey for Wales. While this is not considered as accurate as the Census, it has the benefit of being updated more frequently allowing the authority to track progress.

¹⁰ This includes both emissions from the Council's operations and land-based and supply chain operations

¹¹ Active travel means getting about in a way that makes you physically active, like walking or cycling. It usually means short journeys, like walking to the shops or school or cycling to work.

¹² Amount of municipal, or 'everyday' waste, set to be recycled, reused or composted as a percentage of total waste generated. [Annual reuse/recycling/composting rates by local authority \(gov.wales\)](#)

¹³ Measured using the STEAM is a tourism economic impact modelling process

¹⁴ Percentage of Year 11 school leavers who are NEET. [Pupil destinations | Careers Wales \(gov.wales\)](#)

¹⁵ This includes new leased accommodates, conversion of existing properties, acquisition of existing properties for this purpose and those brought back into use and funded through the social housing grant. It differs from planning data which is focused on new builds and those granted planning permission

¹⁶ <https://www.gov.wales/sites/default/files/publications/2020-03/measuring-activity-and-performance-guidance-2020-21.pdf>

¹⁷ <https://www.gov.wales/sites/default/files/publications/2020-03/measuring-activity-and-performance-guidance-2020-21.pdf>

¹⁸ In-house foster carers are foster carers that are recruited directly by the local authority

¹⁹ MonGames is a skills and sports activity programme, usually run in the school holidays, aimed at children aged between 5-11

²⁰ Caveat - Externally grant funded so risk that this model could change or stop

²¹ Active Play is a two-hour programme designed for children aged between 5-11 where they are able to take part in a range of physical activities and also arts and crafts

²² <https://www.gov.wales/sites/default/files/publications/2020-03/measuring-activity-and-performance-guidance-2020-21.pdf>

²³ Relative low income refers to people living in households with income below 60% of the median in that year

²⁴ Material deprivation is a measure of living standards. A person is considered to be living in material deprivation if they are unable to access a certain number of goods or services. Further information can be found here: [Material deprivation and low income | GOV.WALES](#)

²⁵ [Annual residual household waste produced per person \(kilograms\) by local authority \(gov.wales\)](#)

²⁶ [Air Quality Indicators, by Local Authority \(gov.wales\)](#)

²⁷ Measures combined numbers at risk from rivers, tidal and surface water. Source:

[https://stats.wales.gov.wales/Catalogue/Environment-and-Countryside/Flooding High Risk](https://stats.wales.gov.wales/Catalogue/Environment-and-Countryside/Flooding%20High%20Risk); Greater than or equal to 1 in 30 (3.3%) chance in any given year. Data in baseline is for 2019.

Medium Risk; Less than 1 in 30 (3.3%) but greater than or equal to 1 in 100 (1%) chance in any given year for rivers and surface water flooding and less than 1 in 30 (3.3 per cent) but greater than or equal to 1 in 200 (0.5 per cent) for the sea.

Low Risk; Less than 1 in 100 (1%) for rivers and surface water flooding and 1 in 200 (0.5 per cent) for the sea but greater than or equal to 1 in 1,000 (0.1%) chance in any given year.

²⁸ Compliance Assessment of Welsh River SACs against Phosphorus Targets Report No: 489.

<https://naturalresources.wales/evidence-and-data/research-and-reports/water-reports/compliance-assessment-of-welsh-river-sacs-against-phosphorus-targets/?lang=en>

²⁹ <https://www.monmouthshire.gov.uk/planning-policy/annual-monitoring/retail/>

³⁰ <https://www.monmouthshire.gov.uk/planning-policy/annual-monitoring/retail/>

³¹ Measure of entries and exits. Source: <https://dataportal.orr.gov.uk/statistics/usage/estimates-of-station-usage>

³²

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1144656/tra8902.ods

³³ Gross Disposable Household Income (GDHI) is the amount of money individuals or households have for spending or saving. [Gross Disposable Household Income by area and measure \(gov.wales\)](https://www.gov.wales/gross-disposable-household-income)

³⁴ [House price to workplace-based earnings ratio - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/house-price-to-workplace-based-earnings-ratio)

³⁵ Includes territorial emissions of carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O). Source: <https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2020>

³⁶ Source: Gwent Police

³⁷ National Survey for Wales - <https://www.gov.wales/national-survey-wales>

³⁸ [Energy efficiency of Housing, England and Wales, local authority districts - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/energy-efficiency-of-housing)

³⁹ National Survey for Wales - <https://www.gov.wales/national-survey-wales>

⁴⁰ [Percentage of people satisfied with their ability to get to/access facilities and services they need \(gov.wales\)](https://www.gov.wales/percentage-of-people-satisfied-with-their-ability-to-get-to-access-facilities-and-services-they-need)

⁴¹ National Survey for Wales - <https://www.gov.wales/national-survey-wales>

⁴² Healthy Life Expectancy is the number of years lived in self-assessed good health

⁴³ Healthy Life Expectancy is the number of years lived in self-assessed good health

⁴⁴ Source:

<https://www.infobasecymru.net/IAS/themes/healthandsocialcare/generalhealth/tabular?viewId=47&geoid=1&subsetId=>

⁴⁵

<https://www.infobasecymru.net/IAS/themes/healthandsocialcare/generalhealth/tabular?viewId=47&geoid=1&subsetId=>

⁴⁶ National Survey for Wales - <https://www.gov.wales/national-survey-wales>

⁴⁷ National Survey for Wales - <https://www.gov.wales/national-survey-wales>

⁴⁸ Exclusions are split by the length/type of exclusion, into 3 categories: i) **Fixed term exclusions: 5 days or less;** ii) Fixed term exclusions: over 5 days iii) Permanent exclusions. These are measured for all pupils and those eligible for free school meals (further detail can be found at <https://www.gov.wales/sites/default/files/pdf-versions/2022/10/4/1666254621/permanent-and-fixed-term-exclusions-schools-september-2020-august-2021.pdf>).

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Integrated Impact Assessment document (incorporating Equalities, Future Generations, Welsh Language and Socio Economic Duty)

Name of the Officer completing the evaluation Hannah Carter Phone no: E-mail: HannahCarter@monmouthshire.gov.uk	Please give a brief description of the aims of the proposal To seek endorsement of a new Corporate and Community Plan that sets the direction for the council and county of Monmouthshire, articulating the authority's purpose, principles and priorities alongside some of the steps we will take to deliver these.
Name of Service area All Services	Date: 30/3/22

4 **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.

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>Many of our services are focused around improving the well-being of both the younger and older generation. The strategic goal 'Learning place where everybody has the opportunity to reach their potential' ensures that children and young people have access to an excellent standard of education; 'Connected place where people feel part of a community, are valued and connected to others' focuses on the well-being of older residents, ensuring a high quality of care and that the issues that they face, such as loneliness, are reduced.</p>	<p>No negative impact identified at this stage. It will be important to ensure that the impacts of any future changes are disaggregated to consider their effects on different groups</p>	<p>This plan sets long-term goals and actions of the Council. Some actions may require specific decisions from council or Cabinet in future. Any changes around positive or negative impacts will be updated accordingly at that point.</p>
Disability	<p>The goal 'a fairer place to live' ensures that the Council is taking steps to become a Disability Confident employer, whilst 'everybody has the opportunity to learn and grow' will strive to create an inclusive educational system, ensuring that the additional needs of learners with disabilities are being met.</p>	<p>As above.</p>	<p>As above.</p>
Gender reassignment	<p>Monmouthshire County Council strives to ensure equality and fairness across the service, and our goals and associated activity will promote diversity and inclusion and aim to bring benefit to everyone.</p>	<p>As above.</p>	<p>As above.</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?
Marriage or civil partnership	Monmouthshire County Council strives to ensure equality and fairness across the service, and our goals and associated activity will promote diversity and inclusion and aim to bring benefit to everyone.	As above.	As above.
Pregnancy or maternity	Monmouthshire County Council strives to ensure equality and fairness across the service, and our goals and associated activity will promote diversity and inclusion and aim to bring benefit to everyone.	As above.	As above.
Race	Monmouthshire County Council strive to ensure equality and fairness across the service and are committed to delivering the Race Equality Action Plan for Wales.	As above.	As above.
Religion or Belief	Monmouthshire County Council strives to ensure equality and fairness across the service, and our goals and associated activity will promote diversity and inclusion and aim to bring benefit to everyone.	As above.	As above.
Sex	Monmouthshire County Council strive to ensure equality and fairness across the service, and will begin to use gender-responsive budget to ensure an equitable use of resources.	As above.	As above.
Sexual Orientation	Monmouthshire County Council strives to ensure equality and fairness across the service, and our goals and associated activity will promote diversity and inclusion and aim to bring benefit to everyone.	As above.	As above.

2. The Socio-economic Duty and Social Justice

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions This duty aligns with our commitment as an authority to Social Justice.

	Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage	Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Socio-economic Duty and Social Justice	Addressing and tackling rising economic and social inequality is incredibly important to Monmouthshire County Council. This determination is embedded within many of the goals in the community and corporate plan, namely, 'a fairer place to live', which ensures improved life changes regardless of income and an inclusive and diverse workforce; 'safe place to live' which sets out to reduce homelessness and increase affordable housing; and 'putting people at the heart of care and community' which ensures everyone feels safe and respected.	No negative impact identified at this stage. However we need to be mindful that the current economic climate is likely to see more people struggling financially and the impacts of all new policies needs to take this into account.	Moving forward, the council should remain vigilant of the wider economic context and should be prepared and able to make changes quickly and effectively in the current fast-paced and ever-changing economy.

3. Policy making and the Welsh language.

How does your proposal impact on the following aspects of the Council's Welsh Language Standards:	Describe the positive impacts of this proposal	Describe the negative impacts of this proposal	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts
<p>Policy Making</p> <p>Effects on the use of the Welsh language,</p> <p>Promoting Welsh language</p> <p>Treating the Welsh language no less favourably</p>	<p>The use and the promotion of the Welsh language within Monmouthshire and the council itself is crucial. The Council continues to abide by the legal framework set out by the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards, part of which requires the Council to set out a 5-year Welsh Language Strategy, the most recent of which was published in 2022. This strategy sets out how the Council aim to promote, facilitate and grow the Welsh language over the following five years. An objective from this strategy has been incorporated here within 'everybody has the opportunity to learn and grow' which aims to increase the number of students who receive their education in the medium of Welsh.</p>	<p>No negative impact identified at this stage.</p>	<p>This plan sets long-the long-term goals and actions of the Council. Some actions may require specific decisions from council or Cabinet in future. Any changes around positive or negative impacts will be updated accordingly at that point.</p>
<p>Operational</p> <p>Recruitment & Training of workforce</p>	<p>Monmouthshire County Council is dedicated to recruiting and retaining a strong, resilient and adaptable workforce. Training is offered consistently to ensure that all staff are able to expand and grow their learning.</p>	<p>There are no specific negative impacts as a result of the plan. However, recruiting fluent Welsh speaking staff has proved challenging</p>	<p>Ensure that more customer facing roles are designated as 'Welsh essential' and target recruitment campaigns accordingly</p>
<p>Service delivery</p>	<p>The Welsh Language standards are applied as allocated to Monmouthshire</p>	<p>As above.</p>	<p>As above.</p>

Use of Welsh language in service delivery	County Council. The language is promoted through the application of the Welsh Language Standards, the website, correspondence and celebration of Welsh language events throughout the year. The plan contains a specific commitment to increase the number of people speaking and learning Welsh in line with our 5 year Welsh language strategy		
Promoting use of the language			




4. 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. There's no need to put something in every box if it is not relevant!



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?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	The goal which will have the biggest impact here is 'a thriving and ambitious place' that aims to redevelop town centres and facilitate investment to attract more people to the towns. This goal also aims to support people who are looking to start their own business and additionally to create better links with higher education.	This plan sets long-term goals and actions of the Council. Some actions may require specific decisions from council or Cabinet in future. Any changes around positive or negative impacts will be updated accordingly at that point.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	The greatest impact on this well-being goal will be from 'a green place to live and work', which has a particular focus on river health which has been a prominent issue in Monmouthshire. The goal also focuses on sustainable agriculture and reducing the carbon footprint of the county. The goal, 'thriving and ambitious place' goals commits to promote the	As above.

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?
	circular economy by growing our network of re-use shops, repair cafes and libraries of things	
<p>A healthier Wales People’s physical and mental wellbeing is maximized and health impacts are understood</p>	<p>The learning Place goals aims to promote healthy lifestyles and increased physical activity through MonLife. ‘A fairer place to live’ also ensures that residents have access to the services and support needed to live a healthy lifestyle, including mental health support. The plan embeds the work on health inequalities as part of the Gwent-wide approach to becoming a Marmot Region.</p>	<p>As above.</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>The goal, ‘connected place’ ensures that loneliness and isolation is reduced, which is especially important in an ageing and rural county like Monmouthshire. ‘Safe place to live’ looks to increase the sustainability of communities through energy efficient housing. The priority ‘a thriving, well-connected and fair local economy’ aims to reshape and redevelop town centres to attract more people to Monmouthshire’s towns.</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>‘A thriving, connected and fair local economy’ looks to increase the local generation of renewable energy, promoting both active travel and the circular economy, all of which reduce the negative impact on the environment. The goal, ‘safe and secure homes’ also ensures that new houses that are built will be more energy efficient, thus reducing carbon emissions.</p>	<p>As above.</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 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>Monmouthshire aims to increase Welsh medium primary school provision including a newly refurbished school on the site of Deri View and also the opening of a seedling provision in Monmouth. Healthy lifestyles and increased physical activity is promoted through MonLife.</p>	<p>As above.</p>
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>Addressing rising inequality is one of the two biggest priorities facing the council and the emphasis placed on addressing this issue is seen throughout the plan. 'A fairer place to live' aims to improve the life chances of people, regardless of income. 'Safe place to live' aims to increase the number of affordable homes and to also improve the efficiency of homes, thus alleviating fuel poverty for some.</p>	<p>Moving forward, the council should remain vigilant of the wider economic context and should be prepared and able to make changes quickly and effectively in the current fast-paced and ever-changing economy.</p>

5. 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>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Though this plan will soon be updated, the priorities and actions are forward looking and aim to have a positive long-term impact. The focus on reducing carbon emissions and the health of biodiversity and the environment is incredibly important in fighting the effects of climate change which will be around for many years to come. Increase the energy efficiency of homes is also important to alleviating fuel poverty in the short-run but also has a positive long-term contribution in the form of reduced carbon emissions.</p>	<p>This plan sets long-term goals and actions of the Council. Some actions may require specific decisions from council or Cabinet in future. Any changes around positive or negative impacts will be updated accordingly at that point.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Collaboration is clearly important to Monmouthshire County Council and can be seen within every goal. The council looks to work with public service partners across Gwent to improve social determinants of health; work with partners to ensure that all homes have good digital connectivity; work with partners to ensure people are able to stay in their own homes and communities wherever possible; and to create better links with further and higher education.</p>	<p>This delivery of the plan is subject to further scrutiny. Collaboration with committees to improve the plan is essential and will help inform any future changes.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Monmouthshire aims to involve community members wherever possible. The priority, 'a thriving, connected and fair local economy' sets out an aim to work with landlords and property owners to minimise town centre vacancies. 'a learning place and grow' sets out plans to maximise opportunities to hear the voices of learners in schools to ensure that the new curriculum is working for them.</p>	<p>This plan is subject to further scrutiny. Involvement is key to improving this plan; any future changes will be informed by involvement with committee and cabinet members.</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>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The goal, 'Connected place where people feel part of a community putting people at the heart of care and communities' ensures that social care services are able to prevent crisis and that avoidable hospital admissions are reduced. This goal also sets out to maintain and develop early and preventative services for children and families.</p>	<p>This plan sets long-term goals and actions of the Council. Some actions may require specific decisions from council or Cabinet in future. Any changes around positive or negative impacts will be updated accordingly at that point.</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The Council works closely with business, communities and partners to deliver its goals and to ensure that the potential negative impact on other bodies is mitigated. The seven wellbeing goals are central to the Council's goals and run throughout everything that they do. The plan contains a table highlighting which of the objectives impacts on each of the seven national wellbeing goals. The Council will work together with other partners to help deliver many aspects of the objectives.</p>	<p>This plan sets long-term goals and actions of the Council. Some actions may require specific decisions from council or Cabinet in future. Any changes around positive or negative impacts will be updated accordingly at that point.</p>

6. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	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. Safeguarding is central to the authority's work and this is highlighted within the corporate plan.	No negative impact identified at this stage.	This plan sets long-term goals and actions of the Council. Some actions may require specific decisions from council or Cabinet in future. Any changes around positive or negative impacts will be updated accordingly at that point.
Corporate Parenting	Reviewing all existing placements of looked after children will ensure that those children are receiving high quality and effective care. This is also important in assessing value for money.	As above.	As above.

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

- Equalities dashboard link. [Equality data dashboard for EQIA's 2020.xlsx](#)
- Well being assessment: [Well-being Assessment](#)
- Key measures – contained in appendix to this plan

8. 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 plan contributes positively to all seven well-being goals, whilst also considering the five ways of working in all aspects of the actions set out. The plan also takes into account the wider economic and social context, recognising and striving to help those in need as a result. It is clear that there will be a need for the plan to adjust and evolve given the turbulence and volatility of the current economic climate. Though this plan sets out short-term goals, it is forward looking and the actions set out here will have a positive impact in the longer term.

9. 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
A full corporate and community plan, including measures and targets, will be published in April 2023, setting out longer-term goals and actions.	April 2023	Head of Policy Performance and Scrutiny

10. VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
0.1	Cabinet	October 2022	
0.2	Council	November 2022	
0.3	Council	January 2023	
0.4	Council	April 2023	