

SUBJECT: Monmouthshire Well-being Plan

MEETING: Bryn y Cwm Area Committee

DATE: 15th November 2017

DIVISIONS/WARDS AFFECTED: All

1. PURPOSE

- 1.1 To provide the committee with an understanding of the Well-being Plan and objectives being developed by Monmouthshire Public Service Board and to ensure that communities in the area have the opportunity to participate in the development of the plan.

2. BACKGROUND

- 2.1 The Well-being of Future Generations (Wales) Act is about the process of improving the economic, social, environmental and cultural well-being of Wales, by taking action in accordance with the sustainable development principle aimed at achieving seven national well-being goals.
- 2.2 One of the responsibilities the Act places on the Public Service Board (PSB) is to prepare and publish a Well-being Plan and well-being objectives for the county. This will draw on the evidence in the well-being assessment that was approved by the PSB and endorsed by the County Council in March 2017.

3. RECOMMENDATIONS

- 3.1 Members of the committee are invited to identify any particular steps towards meeting the Well-being Objectives that they feel should be included in the plan.
- 3.2 Members are invited to consider how community members should be involved in the next phase of the plan development

4. KEY ISSUES

- 4.1 The Well-being of Future Generations Act aims to ensure that public bodies think more about the long term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. Each PSB must prepare and publish a local well-being plan setting out its local objectives and the steps it proposes to take to meet them. This needs to be published no later than one year after the last county council election.
- 4.2 The plan must describe how the board will improve the economic, social, environmental and cultural well-being of the county by setting local objectives which maximise its contribution to the seven national the well-being goals. There are two elements to the plan: i) objectives and ii) the steps to meet those objectives.
- 4.3 The Act places a duty on community and town councils with income or expenditure over £200,000 a year to take all reasonable steps towards meeting the local objectives included in the local well-being plan that has effect in their areas. If a community or town council is subject to the duty, it must publish a report annually detailing its progress in meeting the objectives contained in the local well-being plan. Those not legally subject to The Act are still encouraged to consider what contribution they may be able to make towards meeting the local objectives adopted for their areas.

- 4.4 Work completed between April and July resulted in the PSB adopting four draft well-being objectives. These are based on the [well-being assessment](#) that was carried out between August and December 2016. The assessment was based upon data, future trends, research and extensive engagement gathered online and through attendance at 80 community events. The proposed well-being objectives are shown in the table below:

Purpose	Building Sustainable and Resilient Communities	
Our aspiration is to:	Reduce inequalities between communities and within communities Support and protect vulnerable people Consider our impact on the environment	
Our (proposed) well-being Objectives are:	People / Citizens	Place / Communities
	Provide children and young people with the best possible start in life	Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change
	Respond to the challenges associated with demographic change	Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.
The steps the PSB will take to meet these objectives	A series of workshops will take place in September and October 2017. These will identify and prioritise the initial programmes of work that the Board will consider commissioning to meet its final objectives. More detail will need to be added before the plan is consulted on.	

- 4.5 The PSB will be asked to endorse the plan when they meet on 8th November prior to a 12 week public consultation that will begin the week commencing 13th November. An extract from the draft plan is attached as appendix 1.
- 4.6 The Act describes five ways of working: long-term; integrated; collaborative; involvement and preventative. The plan cannot be produced in isolation and the process began with a workshop on 9th October attended by council officers, partners, and representatives from the Town Councils, community members and other stakeholders. The opportunity for the committee is to support and work to ensure that communities are involved and that all agencies are able to collaborate in the co-development of area-based plans which respond to the issues and need of Monmouthshire's Well-Being Assessment and the well-being plan.

5. REASONS:

- 5.1 To ensure that communities in Bryn y Cwm have an opportunity to be involved in the development of the well-being plan.
- 5.2 To ensure that committee members who represent organisations covered by the Act have an understanding of the emerging well-being objectives

6. RESOURCE IMPLICATIONS

- 6.1 The production of well-being plan will be carried out within existing resources.

7. EQUALITY, SUSTAINABLE DEVELOPMENT AND CORPORATE PARENTING IMPLICATIONS

6.1 There are no specific implications identified as a result of this report

8. AUTHOR:

Matthew Gatehouse, Head of Policy and Governance
01633 644397 / 07785556727
matthewgatehouse@monmouthshire.gov.uk

PSB Well-being Objectives

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

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

The process to develop the objectives and the rationale for choosing them is provided in more detail in Appendix 3.

Applying the five ways of working

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

Long Term

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

When planning for the future, the PSB have been mindful of future trends which will affect people, the economy and the environment of Monmouthshire. This has involved referring to Welsh Government information on Future Trends¹. In addition authorities in Gwent also felt that more regionally specific future trends information would be useful, so they have commissioned an additional piece of work on this. At the time of publication this work has not been completed, however the well-being plan will continue to evolve taking into account the evidence received from the future trends work and other evidence that emerges over the lifetime of the plan.

Integration

Throughout the well-being assessment and well-being plan processes, the PSB have placed a lot of importance on integration and the need to make sure that links are made between different issues. They have worked hard to ensure that the objectives and steps have not been considered in isolation. For example, the Editorial Board took the decision to hold one workshop looking at all four objectives, rather than separate

workshops for each, to ensure that they are considered in conjunction with each other. Time was built into the workshop for delegates to move between objectives so that a joined up approach was taken. Likewise, the steps outlined for each of the objectives below indicate which of the other objectives they have an impact on. Ensuring that solutions are integrated will be key when delivering the objectives, and consideration will be given to whether a Future Generations Evaluation (similar to the one adopted by Monmouthshire Council) should be used for PSB projects, to ensure that they contribute to the well-being goals and five ways of working. It may be appropriate for these evaluations to be completed by the lead organisation in accordance with the governance arrangements of individual public bodies.

Collaboration

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

The challenges rising from the Well-Assessment can only be tackled through partnership working and the steps identified in the objectives will require collaboration to address them. PSB partners need to fully understand their collective contribution to each objective and how they can work better together to deliver future steps. In some cases, this collaboration will be done at a Gwent level, where the Gwent Strategic Well-being Assessment Group have identified shared priorities.

Engagement

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





From October 2017 onwards, the four objectives have been shared on Monmouthshire Made Open, with the public being encouraged to share their ideas. This platform will continue to be used through the consultation period, together with social media. The well-being plan will also be shared through Monmouthshire's partnerships, out Town and Community Councils and other networks.

Prevention

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

Explaining the objectives

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

Discover - Situation analysis
The well-being assessment provides an analysis of the economic, social, environmental and cultural well-being of Monmouthshire as a whole as well as more localised areas. This section sets out the relevant key issues and challenges from the well-being assessment that the objective will have an impact on.
Define - Response analysis
Informed and shaped by the evidence produced by the Well-being Assessment this section describes in more detail an initial analysis of individual issues and themes that has informed the development of the objective.
Well-being goals contributed to
The table demonstrates how each of the objectives contribute to the national well-being goals. Many of the objectives cover several well-being goals, and some could potentially even contribute to all of the goals. The goals highlighted indicate where there is a most significant contribution by the objective to the achievement of a goal.
Delivering the Solution
This highlights the key steps the PSB proposes to take meet the objective. At this stage these set out the areas of focus for the PSB. Further response analysis will be undertaken as set out in the “What Happens Next?” section to provide more detailed steps to meet the objective by April 2018, when the final Well-being Plan is published.
Links between objectives
This identifies where steps to deliver the objectives will also contribute to meeting another of the objectives. The symbols represent each objective, these are:
 Provide children and young people with the best possible start in life
 Respond to the challenges associated with demographic change
 Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change.
 Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.



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

Discover - Situation analysis

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

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

Define - Response analysis

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

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

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

Promoting healthy behaviours that support children and young people’s physical health and mental well-being is an important focus for the well-being of future generations, particularly as childhood obesity is a growing problem. There is already a childhood obesity action plan for Monmouthshire, endorsed by the PSB. Linked to the “natural environment and climate change objective” enabling children to be active and participate in play, particularly outside will be important. Access to green space has been identified as needing improvement and it may also require behaviour change (including adult behaviour) to support this.

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











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

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

Well-being goals contributed to

Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	Vibrant culture & thriving Welsh language	Globally responsible Wales
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Delivering the Solution

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



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

Discover - Situation analysis

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

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

Define - Response analysis

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

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

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

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

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

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













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

Regional area plans being developed under the Social Services and Well-being Act will set out the range and level of health and social care service to support the well-being of different demographics and will contribute to helping deliver this objective.

Well-being goals contributed to

Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	Vibrant culture & thriving Welsh language	Globally responsible Wales
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Delivering the Solution

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



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

Discover - Situation analysis

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

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

Define - Response analysis

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

The challenges facing our natural environment are many – climate change, development and changing land management practices are all potential threats to our natural resources and ecosystems. Tackling these challenges demands integrated and joined up solutions which are developed and delivered by the public, private and voluntary sectors working together. We need to look at adapting to climate change and well as reducing our contribution to it.

The public sector in Wales has huge potential to use its collective purchasing power to support the local economy by specifying and buying food, energy, goods and services locally. With Brexit on the horizon there may be potential for public services to have more flexibility in their purchasing decisions, creating regional jobs and business growth whilst reducing transport and pollution. Brexit also adds uncertainty for a number of sectors, including agriculture which is an important sector in Monmouthshire.

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

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

Using opportunities offered by the Active Travel Act to encourage walking and cycling will help to reduce air pollution but will also have significant health benefits for all ages. Careful planning and design is needed to develop safe, healthy and vibrant communities which have good access to safe and accessible routes and green spaces.











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

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

Well-being goals contributed to

Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	Vibrant culture & thriving Welsh language	Globally responsible Wales
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Delivering the Solution

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



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

Discover - Situation analysis

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

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

Define - Response analysis

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

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

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

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

Businesses in Monmouthshire are predominately smaller, employing less than ten people. Networking, communication and engagement between business and agencies, including public sector partners will help support growth. More informed decisions need to be based on a













better understanding of business needs, job sectors, job market and skills requirements, while using resources efficiently.

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

Well-being goals contributed to

Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	Vibrant culture & thriving Welsh language	Globally responsible Wales
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Delivering the Solution

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

ⁱ <http://gov.wales/statistics-and-research/future-trends/?lang=en>