

**SUBJECT: Well-being Plan: Emerging Priorities and Actions**

**MEETING: PSB Select Committee**

**DATE: 4<sup>th</sup> July 2018**

**DIVISIONS/WARDS AFFECTED: All**

## **1. PURPOSE**

- 1.1 To provide the committee with an update on the emerging actions being developed to deliver the objectives contained in Monmouthshire's Well-being Plan. This provides further detail on the steps that were published within the plan and which have been subject to further development by all partners of the Public Service Board ahead of its next meeting on 17<sup>th</sup> July.

## **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. Monmouthshire's Well-being Plan was approved by the PSB in April and published at the beginning of May.

## **3. RECOMMENDATIONS**

- 3.1 Members of the committee are invited to scrutinise the emerging actions and timescales and consider whether they are the right things to deliver the objectives specified within the Well-being Plan.
- 3.2 Members of the committee are invited to bring forward further recommendations which could be presented to the PSB alongside this work and which could deliver the steps.
- 3.3 The committee may identify any of these areas for further scrutiny as part of its work programme. It may request attendance from any partner within the PSB to inform members understanding of the steps being taken and to seek assurance of the effectiveness of the partnership arrangements..

## **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.
- 4.2 The PSB has approved four well-being objectives that underpin a clear purpose of *building sustainable and resilient communities*. The objectives 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.

- 4.3 The issues within the plan are complex and there are no clear answers or quick solutions to address them. The 'steps' within the plan give an indication of the work the PSB will deliver or commission. Each of the partners has assumed responsibility for exploring the steps and beginning to turn them into more specific actions which the PSB can then prioritise. This is necessary as the organisations do not have the capacity to work on all 19 of these at the same time.
- 4.4 The lead partner for each step was provided with a range of information to inform the development of the step, including a briefing paper outlining the PSB's approach and key questions that need to be considered in developing the step. Details of the process and guidance are included as appendix 3 to this report. The insight gathered so far was also provided, this included evidence from the Well-being Assessment, feedback from partnerships, the Future Generations Commissioner and responses to the consultation on the Well-being Plan.
- 4.5 Each partner has been further developing the evidence base and exploring potential solutions that could move us towards delivery against the outcomes in the plan. This has included discussions with experts in these areas. Ahead of Select Committee each partner has been asked to specify:
- The vision or ambition for each step in two or three sentences thinking about the impact on communities
  - Whether the work at the exploration/research stage or moving towards action?
  - When the work would be expected to start if approved by PSB which could be either steps in the process or actions in communities.
  - When would we expect there to be an impact that people notice
- At time of circulation this is not in place for all steps. An update on outstanding activities will be provided at the meeting.
- 4.6 Delivering the steps will also need to be done in an integrated way. Some steps in Appendix 1 have been combined where there is strong integration with the actions being taken to address the issues in each step. Work to progress each of the steps will inevitably impact on other steps, and some of the steps are likely to be developed together to reduce the likelihood of "silo working". Consideration will also need to be given to how the aspirations of the PSB, which are cross-cutting, are integrated when progressing the steps. The matrix in appendix 2 demonstrates how the steps (summarised on the axis) will impact on each other, with the most significant impacts shaded in blue, this integration will need to continue to be reviewed as the action to address each step is developed.
- 4.7 Lead partners for some steps are still further developing the evidence base and exploring potential solutions and information on the progress made on some steps has not yet been provided to inform this report, as shown in appendix 1. The information for the remaining steps will be circulated to the committee when available.
- 4.8 At its next meeting the PSB will begin the process of sequencing these steps to ensure that they are the right things to be doing and being delivered in a logical order and in accordance with the available resources and time commitments required to make them happen. As the work develops further performance measures and milestones will be established against each of these to that partners can be held to account for delivery.

## 5. REASONS:

- 5.1 To ensure that actions are in place that will help build a sustainable and resilient Monmouthshire and make progress towards the objectives published in the Well-being Plan.
- 5.2 To improve the economic, social, environmental and cultural well-being of our county and work towards the aspirations outlined in the Well-being of Future Generations Act.

## 6. RESOURCE IMPLICATIONS

6.1 There are no resource implications attached to this report

**7. EQUALITY, SUSTAINABLE DEVELOPMENT AND CORPORATE PARENTING IMPLICATIONS**

7.1 Evaluations are being completed as these steps are developed and will be available for scrutiny when more specific proposals are scrutinised at a future committee.

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## Proposed Actions and Timescales for each of the steps

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

**STEP:** Tackling the causes of ACEs and the perpetuation of generational problems in families.

**LED BY:** Gwent Police

**VISION OR AMBITION:** To fully understand the actual effect of ACE incident demand applicable to the current community of Monmouthshire and the predicted future demand so far as it is discernible.

To have an identifiable set of interventions available to offset the impact of ACEs at the earliest opportunity, so that individuals, families and communities are less impacted by the adverse effects of ACEs.

Having identified the demand and decided on a programme of interventions to offset the negative impact of ACEs, put in place the resources across all partners, required to deliver the intervention programme whilst at the same time working to offset any identified future demand.

Some of the actions required will be:

- What is the incidence of ACE's within the Monmouthshire community, based on previous research
- What interventions are best cited to address ACE experiences
- What services are already available and in use across Monmouthshire and where are the gaps in intervention

Monmouthshire PSB partners will need to work together to ascertain the current impact of ACE incidents on the population of the borough together with the future predication based upon available data. Partners will also need to work together to produce a programme of effective interventions for ACEs to offset their impact on individuals, families and communities as applicable.

**TIMESCALE:** Short, Medium and long-term

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

**STEP:** Working to tackle physical inactivity and obesity in order to increase the health and well-being of future generations

**LEAD:** Public Health Wales

**VISION OR AMBITION:** There is already a wealth of activity taking place across Monmouthshire which contributes towards physical activity and preventing obesity, but it is recognised that more can be done. The Childhood Obesity Action Plan highlighted 18 areas where further action is needed within Monmouthshire; areas of focus taken from the Childhood Obesity Strategy are to:-

- a) Disrupt obesogenic social norms
- b) Support a healthy start in life
- c) Coordinate and improve the efforts in early years and schools settings
- d) Influence healthy food choices in our communities
- e) Encourage active recreation and play for families

f) Create active and safe communities

There needs to be a renewed focus on a coordinated approach to physical activity/obesity with a full commitment from all partner organisations, this, along with a refined Childhood Obesity Action Plan with clearly stated leads/priority actions/outcome measures, will help contribute towards progress over the short, medium and long-term. The plan will ensure a systematic approach to delivering effective activity aimed at reducing obesity within schools/early years settings and for antenatal/early years services and community food/physical activity provision.

Achieving this vision will require further exploration of what is possible. Steps toward this understanding in the shorter term include:-

- Using targeted using social insight and intelligence to identify inactive population groups and develop an understanding of what can be done differently to engage with them, including changes to service delivery and communications campaigns.
- Improve healthy food provision in statutory and publicly funded buildings (identify current provision and opportunities for introducing healthy options)
- Place a greater focus and strategic approach to active travel/rights of way/neighbourhood planning
- Seek solutions to rural transport and access to healthy food

**TIMESCALE:** Not yet specified

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

**STEP:** Supporting the resilience of children and young people in relation to their mental health and emotional wellbeing

**LED BY:** Aneurin Bevan University Health Board

**VISION OR AMBITION:** Children and young people living in Monmouthshire and their families/carers will be able to access social and individual support to maximise their mental health and wellbeing, through an easily accessible Information, advice and support system.

Support will be delivered through a multi-agency approach to ensure all aspects of their expressed and their assessed support needs are met, in their own communities wherever possible.

**TIMESCALE:** Proposals are being developed and it is anticipated that further information will be shared in September 2018

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**Objective: Respond to the challenges associated with demographic change**

**Step:** Readdressing the supply and mix of housing stock to ensure suitable and affordable housing is available to all demographic groups

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

**Step:** Ensuring design and planning policy supports strong, vibrant and healthy communities that are good for people and the environment.

**Led By:** Monmouthshire County Council

**Vision or Ambition:** To ensure that land use and planning policy creates the policy framework for and enables the building of sustainable and resilient communities that support the well-being of current and future generations.

A new LDP and accompanying supplementary planning guidance will be developed over the next three years. The question is whether there is the appetite to make trade-offs, for example between the price that can be secured for land and the number of affordable homes and between the number of units that can be supplied against building larger homes that meet the homes for life standards. The LDP can also create the policy conditions for things like active travel, play and green spaces.

**Timescale:** New LDP Adopted January 2022

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**OBJECTIVE: Respond to the challenges associated with demographic change**

**STEP:** Promoting active citizenship through volunteering, time-banking, person to person skill swap and corporate social responsibility.

**LED BY:** Gwent Association of Voluntary Organisations (GAVO)

**VISION:** Monmouthshire is defined by a society where Active Citizenship is part of everyday life

The *Joining-Up Volunteering Partnership* in Monmouthshire is a key conduit for progressing Volunteering activity in Monmouthshire. It is proposed to use this partnership as a platform to establishing a baseline of activity and community impacts that will inform the 'gaps' that need to be addressed in order to make further progress towards the Vision. It is supported by the following Principles:

- Active Citizenship is integral to leveraging the potential of the social capital that exists in Monmouthshire
- Volunteering is a key pathway to achieving Active Citizenship
- Volunteering in Monmouthshire is characterised by quality volunteering experiences, that are safe, inclusive and have a positive impact on the well-being of individuals and communities across Monmouthshire
- The members of the Monmouthshire PSB are Champions of and are corporately signed up to a collaborative County Wide Volunteering Strategy

**TIMESCALE:** Not yet specified

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

**STEP:** Improving the resilience of ecosystems by working at a larger scale (landscape) to manage biodiversity and maximise benefits such as natural flood risk management.

**LED BY:** Natural Resources Wales (NRW)

**VISION OR AMBITION:** A paradigm shift towards collectively resourcing and managing our own agricultural land assets in a way which demonstrates delivery of the Wellbeing Plan and the WFGA.

Some of the solutions to future wellbeing risks such as climate change and biodiversity decline lay in opportunities to manage our land differently. Monmouthshire Public Service Board (MPSB) is in a unique position to explore and research fully how managing our own land-based assets

through the lens of the Wellbeing and Future Generations Act can deliver across several different wellbeing goals.

This approach would provide a framework for local private and public-sector and will demonstrate how the PSB is transforming public service delivery through innovative horizon scanning (Brexit) solutions (Food/farming/good for people/halting decline of biodiversity/flood risk management). Achieving this vision will require further exploration of what is possible. Steps toward this understanding in the shorter term include:

- Share data and information to help further understand the opportunity regarding agriculture assets in the county. This includes the potential to link public land with private land owners and develop a local brand which supports local markets to enable sustainable and environmentally focussed food and or deliver natural flood risk management opportunities in the county.
- Identify where public sector can take forward opportunities identified by existing projects to improve ecosystem resilience and integrate its offer into the PSB delivery mechanisms.
- Develop innovative local business entrepreneurship opportunities
- Building upon projects already delivering to reduce the impact of surface water flooding using natural flood risk management techniques.

**TIMESCALE:** This piece of work is at the exploration/research stage and work needs to begin now for action / delivery in 2019.

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

**STEP:** Enabling active travel and sustainable transport to improve air quality and give other health benefits.

**LED BY:** Monmouthshire County Council

**VISION OR AMBITION:** Our communities will have access to a range of active travel options which make walking and cycling desirable options for local journeys to schools, shops, work and social occasions.

A well-designed active travel infrastructure map could be developed help people navigate the county using coloured routes and simple designs. Eventually this would be linked-up to integrated transport as part of the South Wales Metro so people can include walking and cycling as part of their journey planning. Bike share schemes, including e-bikes and scooters, could be introduced at popular locations to broaden the appeal of cycling to a wider group of people and make it possible to complete longer journeys. Verges alongside active travel routes could be used for community growing schemes to encourage sustainable and healthy eating choices and build community connections while nudge thinking or behavioural insights could encourage people towards taking healthier and more sustainable active travel choices reducing levels of obesity.

**TIMESCALE:** If approved some work could be aligned with existing activity led by the county's strategic transport group and could start in the autumn. The full vision would be dependent on capital funding.

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

**STEP:** 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

**LED BY:** South Wales Fire and Rescue

**VISION OR AMBITION:** Inter-generational justice is central to sustainable development, and the people who work with children and young people are on its frontline.

To help children to grow up in healthy and sustainable environments, free from noise, pollution and danger from roads, and within easy reach of green and natural spaces for play and learning.

To enable the education system to prepare children and young people for a bright green future, not a failing consumption economy. That means understanding the roots of climate change, poverty, insecurity and obesity, and looking again at our values

To ensure the services encountered by children and young people as they grow up – their schools, doctors surgeries, youth centres, children’s homes, playgrounds, hospitals and transport services – are examples of sustainable operation so it becomes the norm and

Most of all to ensure that children and young people are ready to stand up for what they know is right, taking responsibility for their own future.

A recent workshop with partners evidenced that there was a mass of positive action being undertaken by various groups, however in order to prepare our young people schools need to look out to the community. Business was a key link to schools to ensure a commercial attachment to this work and brought a challenge of how we link public and private sectors.

There was an array of work being undertaken with primary aged children through initiatives such as Forest Schools but with young people being defined as 7-25 year olds there was a challenge in how we can impact at the right time whilst ensuring the wellbeing of teachers was considered with the pressures of curriculums and any added pressures created through this objective.

There is a need to bring networks together to create a hub to access information, integrating good practise through the schools’ curriculum and allowing access to schools which would require an increase in budget.

Achieving this vision will require further exploration of what is possible and steps towards this understanding which include:

1. A mapping exercise is required to reference all enterprises available to the PSB/schools /partners in order to engage sustainable development activities. Can the Donaldson review be used to integrate ‘Green Issues’ into the curriculum?
2. There can be an immediate cross cutting review into other objectives and partners signing up to sustainable development/develop an immediate network for use by schools and/or YOT etc. which would provide an opportunity for some quick results.
3. Depending on access to school curriculums, sustainable development could be introduced into secondary education with 2 school years. Commitment from partners should be scrutinised and any good activity should be given high profile immediately. Social media campaigns should be orchestrated by partners within 12 months on a joint message ethos.

**TIMESCALE:** This piece of work is at the exploration/research stage and work needs to begin now in order to specify a date for action / delivery.



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

**STEP:** Developing new technologies for improving rural transport

**LED BY:** Monmouthshire County Council

**VISION OR AMBITION:** We want to use technology to connect up existing transport which has space capacity and incentivise new providers to come to the market. £1.25M has been secured from the Cabinet Office to launch a competition to find innovative technology led solutions to the rural transport challenge. This will launch on the 18<sup>th</sup> July with 5 awards of £50,000 being awarded to firms to develop and prove concepts. A further £1M will be made available to further develop and implement a successful idea. It is anticipated that this would be tested in Monmouthshire with scope to be scaled across Gwent and then the Cardiff Capital Region via Small Business Research Initiative Procurement.

**TIMESCALE:** Five R&D projects funded in October 2018, Successful project(s) launched in January/February 2019. If the work is successful and viable this could be rolled out from early 2020 at the earliest

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How each of the steps integrates with other steps

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



## Note to PSB Partners to help develop the action plan

### Background

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

### Identifying lead partners for each step in Well-being Plan

The PSB have agreed a detailed action plan and programme management arrangements will be developed and will be published separately from the well-being plan. To facilitate this the PSB have **agreed lead partners from the Programme Board who will be allocated with responsibility for developing the action plan** for each step, this will then be brought before PSB to allow discussion and agreement on the resourcing implications of the proposed activity. The PSB have agreed that Programme Board will oversee the programme management and development of the action plan.

### Responsibilities of lead partners

This brief provides each lead with a guide of the key tests you will need to apply in developing the action plan. **You will be responsible for involving other partners alongside people, organisations and networks** who can bring the best range of insights, constructive challenge, data and solutions to inform the PSB. This will ensure that activity is evidence-based and focused on achieving impact. Lead partners, other organisations and partnerships who will need to be involved in the delivery of each step have been identified in the table attached to this brief, but the lead may also want to invite other organisations too.

The approach continues to use the 'double diamond' approach. Completing the double diamond for each step will allow the plan for each step to be translated into the PSB action plan. This is likely to be a balance of existing activity (understanding current provision), further analysis (does current activity need to be amended or adapted) and new activity (is new work required to tackle the challenges).

Identify existing or planned work	Further analysis/New work
Where effective partnership working is demonstrated as delivering tangible results	Explore the root cause of the issues / challenges (if not already known).
Work already taking place to develop solutions	Understand whether activity will begin to impact in the short, medium or long term
Work at the Gwent or other regional level that directly contributes to the step in Monmouthshire	Understanding what a truly preventive agenda could look like and what it could achieve
Work which is innovative, transformational or simply practical	Are we prepared to tackle or do we need to tackle historical ways of doing things
Review and reconsider existing work programmes which are not proving to be effective	Consider whether different geographical areas need a different approach
Challenge the status quo – are we continuing things because we have always done it this way?	Understanding future trends
	Apply the Acts 5 ways of working to everything
	How will the steps be resourced

### Cross cutting and system actions

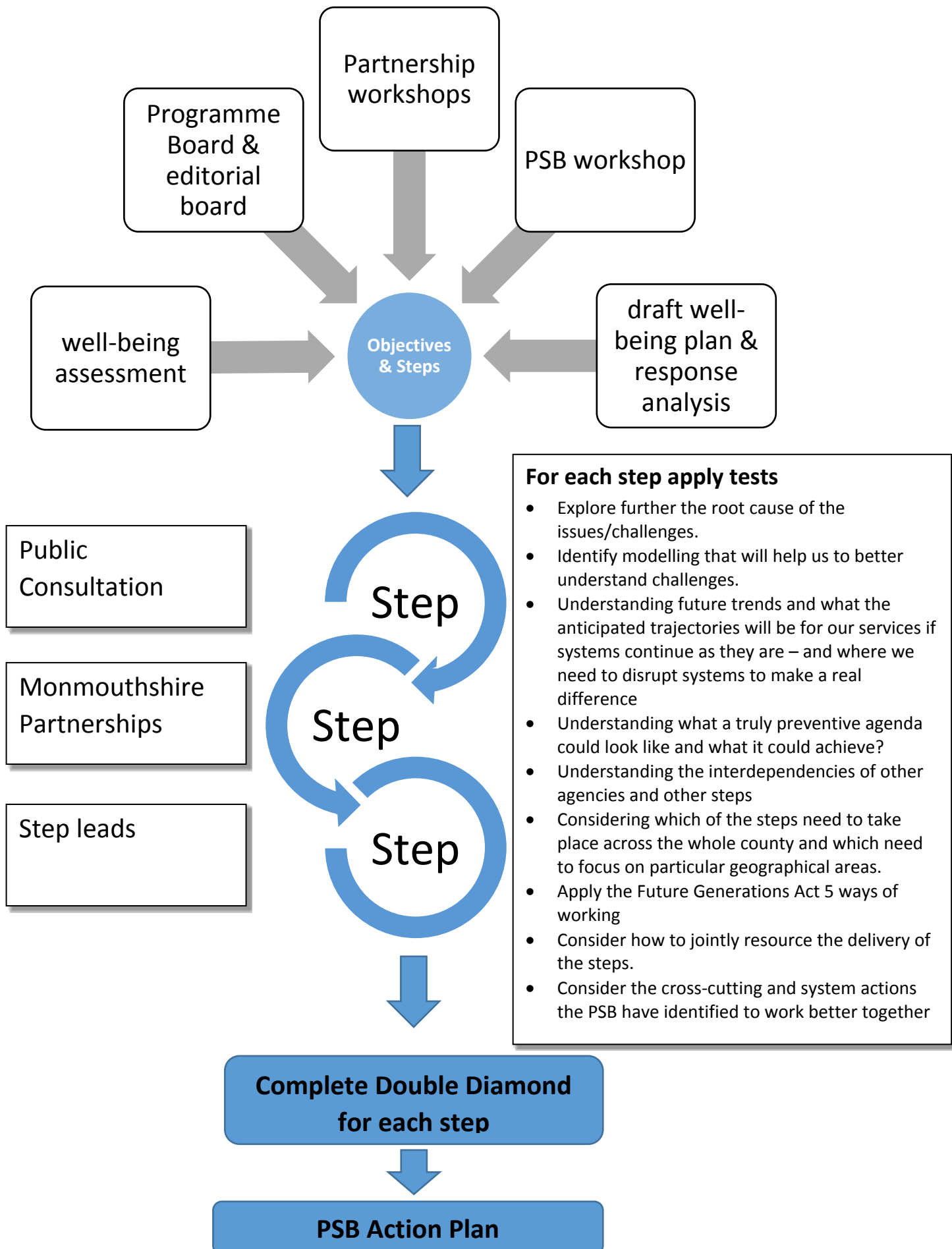
The points below outline some of the areas which Monmouthshire PSB have identified to work better together on, these cross cutting and system actions should be considered when developing the action plan.

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

### Timing and process for Action Plan development

21 <sup>st</sup> March	Programme Board agrees leads for each step, and the process for developing the Action Plan
May - June	Leads to hold meeting/workshop with the relevant partners, individuals, organisations to scope their step and begin to identify appropriate actions, using the Double Diamond process outlined below
6 <sup>th</sup> June	Deadline to return action plan to Partnerships and Community Development team
14 <sup>th</sup> June	Outputs from the above are discussed at Programme Board for them to identify links, overlaps and synergies between potential workstreams, and decide on sequencing/prioritising of steps.
4 <sup>th</sup> July	Scrutiny by PSB Select Committee
17 <sup>th</sup> July	Public Service Board begins exercise of sequencing and prioritising activity

## The process to develop the action plan to deliver each well-being objective



## Double Diamond approach:

Step	
<p><b>Discover</b> Explore the root causes and Develop our understanding of the issue</p> <p><i>(Situation Analysis Explore the root causes and triangulate the evidence – does it suggest that there is a problem or an opportunity here?)</i></p>	<p><i>Evidence from the well-being assessment, consultation, workshops and partnership meetings. Update this if required</i></p>
<p><b>Define</b> the problem</p> <p><i>(Clearly define the problem or opportunity)</i></p>	<p><i>The step defined in the wellbeing plan</i></p>
<p><b>Categorise</b> the problem</p> <p><i>(Understand the root causes and decide which root causes to prioritise)</i></p>	<p><i>Evidence from the well-being assessment, consultation, workshops and partnership meetings. This is likely to need further development to fully categorise the problem and understand the root causes.</i></p>
<p><b>Develop</b> the opportunity</p> <p><i>(Response Analysis – What can we do about this? Begin to develop solutions and actions to address the challenge. Is there existing good or best practice or do we need to look towards emergent or innovative solutions)</i></p>	<p><i>Set out the Actions that are needed in the <u>table below</u></i></p>
<p><b>Deliver</b> the solution</p> <p><i>(Collaborate and make it happen)</i></p>	<p><i>Who will need to be involved and any resource that is needed to make this happen. <u>Set this out in the table below</u></i></p>
<p><b>Impact</b></p> <p>How can we measure the outcome</p> <p><i>(Choose one or two baseline measures that we would expect to improve if we can solve this)</i></p>	<p><i>Measures of impact and baselines. Set this out in the <u>table below</u></i></p>

## Action plan for each Wellbeing Plan steps

Suggested format for collating actions to develop the Wellbeing Plan steps. This completes the Develop, Deliver and Impact steps of the Double Diamond process above.

OBJECTIVE:					
STEP:					
What <b>existing</b> work is going on to deliver this step that needs to be continued?	Who will lead this work?	Who else needs to be involved?	Timescale	Resources required (financial, officer time, in kind)	How will you measure the impact?
What existing work needs to be <b>adjusted, adapted</b> or <b>amended</b> to better deliver the step?	Who will lead this work?	Who else needs to be involved?	Timescale	Resources required (financial, officer time, in kind)	How will you measure the impact?
What <b>new</b> work needs to be developed to deliver this step?	Who will lead this work?	Who else needs to be involved?	Timescale	Resources required (financial, officer time, in kind)	How will you measure the impact?
How will you measure the impact of the step overall?					