



People, Place Prosperity
A Strategy for Social Justice
2017 – 2022 (Updated June 2019)

Version Control

Title	People, Place, Prosperity: A Strategy for Social Justice
Purpose	To demonstrate the Council's commitment to address inequalities in the county in order to make our society function better. Providing an approach that will help turn lives around by removing barriers and facilitating practical support and solutions to enable citizens to realise their full potential.
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Putting Social Justice.....at the heart of what we do in Monmouthshire

Monmouthshire County Council is committed to building sustainable and resilient communities. Central to this are the principles of social justice. The current Administration have demonstrated their commitment to Social Justice through their appointment of a Cabinet Member for Social Justice and this Social Justice Strategy demonstrates how the Council will address inequalities in our county in order to make our society function better. It provides an approach that will help turn lives around by removing barriers and facilitating practical support and solutions to enable our citizens to realise their full potential.

This is an evolving strategy and in this second phase we wish to demonstrate our commitment to work as a Council, and in partnership at national, regional and community level, to implement the policy interventions, approaches, support and methods to improve outcomes for people and communities - further phases will include the development of a Tackling Poverty Plan and a Combating Loneliness Plan in association with the Public Services Board.

This Social Justice Strategy sets out our purpose, our intentions and activities for the next three years and the targets by which we will measure our success to ensure that we achieve our goal – putting social justice at the heart of what we do in Monmouthshire.

The Case for Change

Monmouthshire is often perceived to be leafy and affluent and in many aspects it is. However some of the differences within and between communities are stark, especially when they exist side-by-side. There are wide variations in exam results between people from different social backgrounds who attend the same schools. There are many high earners living in our County but wages available locally are lower than other parts of Wales. Many people experience in-work poverty and the wage differential between men and women is currently the highest in Wales. Many of our citizens are getting older, suffering ill health and at risk of becoming lonely and isolated. The costs of living in our rural county and accessing very basic services, such as transport and health provision, are greater than the costs for people living in urban conurbations.

Evidence of Inequality

The Well-being Assessment and the Population Needs Assessment undertaken by the Council in March 2017 both highlighted the strengths and opportunities within our communities and used an extensive evidence base to draw out some of the challenges individuals and communities will face in the future. Some of the issues identified are detailed below which have been updated accordingly:

- One in five reception age children in Monmouthshire are overweight or obese;
- There is a gap in the educational attainment between children who are in receipt of free school meals and children who are not. Despite rising standards across the board this gap is not narrowing;
- 14.2% of children in Monmouthshire live in low income households;
- There are not enough opportunities for children with disabilities, e.g. sufficiency of play provision, needing to travel to access education and multi-agency support;
- Whilst the average salary for people living in Monmouthshire is above the UK average, wages for jobs in-county are 10% below the UK average – 42% of the working population commute out of county;
- For those people who live and work in the County it is even more difficult, as local earnings are much lower than the average for Wales. In 2014, the median earnings for Monmouthshire residents were £638 per week, compared to the Wales median of £518 per week. However, the median earnings by workplace presents a different picture with people working in the County earning only £537 per week, much lower than the £570 per week figure for Wales as a whole (NOMIS 11/06/19);
- There are limited employment opportunities for young people to remain in the county;
- Significant inequality between female and male weekly wage levels for those working in the county – women earn on average £109 less than men;

- Despite low wages in the county there is a high cost of living – Average house price for Wales are £183,000 and the house price to earnings ratio is 6.2:1. For comparison, in Monmouthshire the average house price in October 2018 is £307,000 and the house price to earnings ratio is 12:1 for those living and working in Monmouthshire (Local Housing Market Assessment September 2018). This illustrates how difficult it is for local people to purchase their first homes or move into larger homes in the County when their family circumstances change;
- Evidence is well developed that the cost of living a good life in rural areas is higher than in areas where there is easy access to low cost food and transport;
- Low levels of access to the labour market for people with disabilities – for example, recent engagement exercise by a user led organisation for people with learning disabilities evidenced that 85% of people with disabilities want to work, but only 4% do work;
- Loneliness and social isolation is a barrier across the age range but can particularly impact on older people who may be experiencing a deterioration in their physical and/or mental well-being alongside a loss of family, friends, connection and occupation;
- By 2036, 36% of our 93,000 population will be over 65. With a median age of 48, Monmouthshire has the oldest population in the Cardiff Capital Region, compared to Cardiff with a Median age of 34.
- Rural isolation and a paucity of transport and services into rural communities is a critical barrier for some in getting the help they need;
- Significant numbers of older people are digitally excluded and current digital deprivation rates for the county are 12.5% in comparison to 4% in the wider Cardiff Capital Region; and
- Just one-in-three carers feel they are able to do what matters to them.

We know these issues are symptoms of complex problems and we also know they cannot be solved by one organisation alone. Public services must work collaboratively. Public, third and private sector must work together. And, most importantly, we must support people and communities in developing their own solutions that are sustainable and which can deliver both immediate and long-term benefits.



Our Purpose – to put Social Justice at the of what we do

Monmouthshire County Council has a clear purpose. We shape this in line with the goals and ambitions of our partners in other public services that are part of the Monmouthshire Public Service Board (PSB). Monmouthshire County Council's Corporate Business Plan provides direction and sets out the things we will be working on for the next four years, taking us up to the end of the political term in 2022.

Purpose

Our Purpose is:

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

This purpose is at the heart of everything we do to improve the economic, social, environmental and cultural well-being of Monmouthshire and we share this with our public service partners as part of the Public Service Board. We will consider sustainable development in how we plan and deliver the action set in this plan.

Our Commitment to Social Justice

Monmouthshire County Council is committed to aligning evidence based policy, programmes of work and resources with the aim of supporting people and communities to fulfil their potential and live the lives they want to live.

We have extensive learning from a two year pilot of community co-ordination and small local enterprise which was successful in reducing the demand for more formal services and also helping us to understand the importance that place and community plays in helping people stay strong and well. At a community level, we are developing integrated place based wellbeing teams to develop creative ways of working, which overcome departmental or agency boundaries in order to make best use of the resources available within the area in question.

We have also created a re-purposed Community and Partnership Development Team who are the 'engine room' and enablers, effectively linking the work of strategic and community partnerships with communities to help them understand the strengths and capabilities of the

people who live there and the groups that exist. Using place and evidence based activity, the team facilitate the creation of effective and powerful community partnerships to build healthier, safer and more resilient neighbourhoods and communities which in turn will enable our citizens to feel connected, resilient with a sense of 'belonging'.

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

Values

We can only achieve great things for our place through the people who live and work here, those on our payroll and those in Monmouthshire's communities including the countless volunteers and groups that give this place a richness and vibrancy. Our values reflect who we are, how we do things and how we are shaping the future. We try our best to apply these in everything we do.

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 leverage all of the ideas, assets and resources available to make sure we do the things that most positively impact our people and places.

Applying 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, more information on the Act is in the appendix. We have

applied the five ways of working set out in the act when developing our plan, the extent we have incorporated these is set out below:

Sustainable Development Principle	How have these principles driven the development of the strategy
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>This strategy is defined by the outcome of the well-being assessment which identifies the priority areas we need to progress in delivering social justice in Monmouthshire. The exact priorities will differ in different communities, but across the County the county the Council has set five organisational goals which incorporate four Well-being objectives enabling us to identify the future we want:</p> <ul style="list-style-type: none"> • The best possible start in life; • Thriving and well-connected community; • Maximise the potential of the natural and built environment; • Lifelong well-being; • Future-focused Council <p>Activities associated with all of the above will focus on enabling the best future for all.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>This strategy seeks to address complex problems which cannot be solved by one organisation alone. Public services must work collaboratively. Public, third and private sector must work together. And, most importantly, we must support people and communities in developing their own solutions that are sustainable and which can deliver both immediate and long-term benefits.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The provision will be place based and as such will be able to engage with communities at a local level and respond to localised need.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>This draft strategy advocates working as part of the Cardiff Capital Region to attract high skill, high wage jobs to ensure that people have the opportunity to raise their household income. It also looks to identify options to improve access to job opportunities in the county and other areas to include providing work placements, traineeship and apprenticeship opportunities whilst taking positive action as a Council to encourage other public partners and businesses to do so.</p>

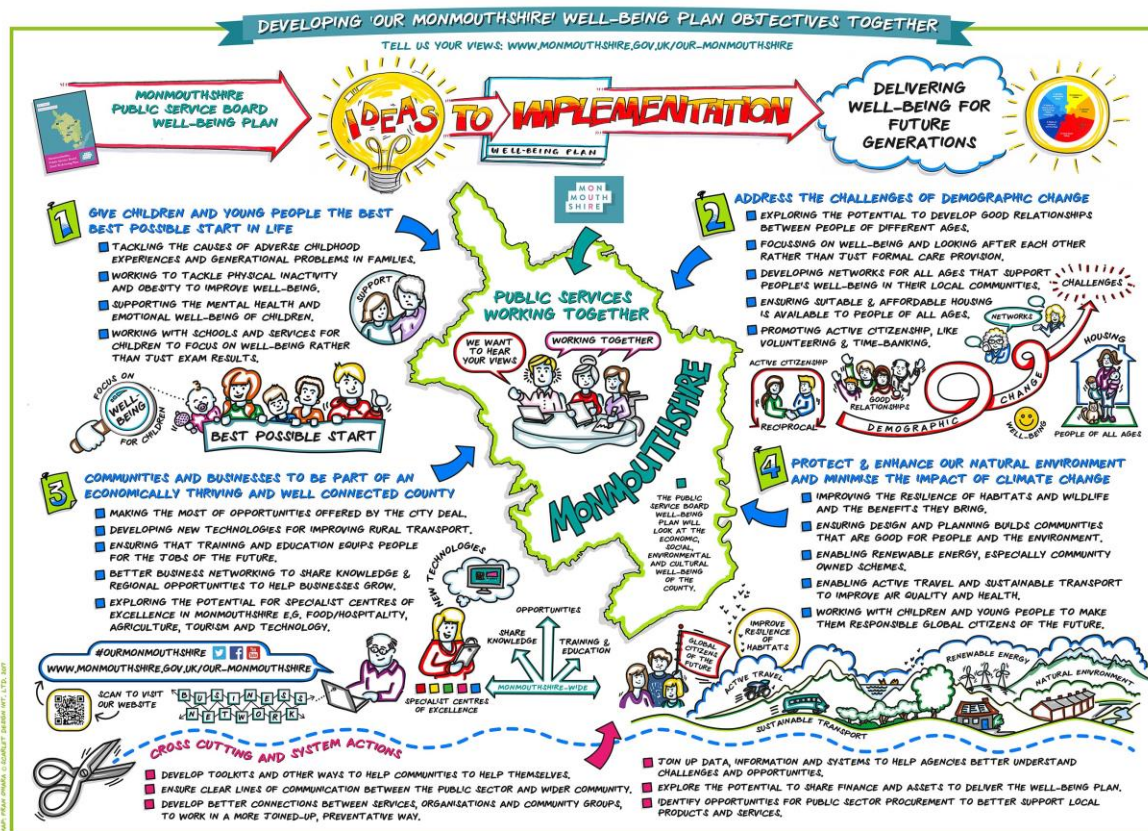
Sustainable Development Principle	How have these principles driven the development of the strategy
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The opportunity to develop a new way of delivering the place based offer and sustaining long term activity will provide the opportunity to better connect wellbeing outcomes internally and to other partners and bodies.</p>

We have also tried to maximise our contribution to achieving each of the seven national wellbeing goals. The contribution our local objectives make towards the seven national objectives has been assessed and is shown in the table below:

	Contribution to Well-being Goals						
	Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesives communities	Vibrant culture and thriving Welsh Language	Globally responsible Wales
Putting social justice for children at the heart of what we do	√	√	√	√	√	√	√
Putting social justice and equitable economic prosperity at the heart of what we do	√	√	√	√	√	√	√
Putting social justice and social inclusion at the heart of what we do to tackle loneliness and isolation	√	√	√	√	√	√	√

Our Priorities for Social Justice

In May 2017, the Administration set out in its Political Manifesto, priorities and commitments, one of which was to support **Social Justice** – working towards a fair and equal society, respecting and upholding diversity within our communities, addressing child poverty and worklessness. The strategic priority for social justice is to keep the community at the heart of what we do by taking a 'place based approach', working with communities to identify their own strengths and areas for development and well-being. We bring together public services, community leaders, business, schools and all residents to address the issues that matter to that community as we evidenced when developing our Well-Being plan objectives as depicted in the graphic below:



By working together around a place, we can achieve so much more than individual partners and community groups working in isolation. Bringing together support networks, aligning resources and assets, funding, development opportunities and people with a common sense of purpose, will really help to build sustainable and resilient communities. By working collaboratively with the people who live and work locally, we seek to highlight the strengths, capacity and knowledge of those involved for the greater good. Our well-being assessment tells us there are priority areas we need to progress in delivering social justice in Monmouthshire, some of which will differ in different areas.

Our Corporate Plan

Monmouthshire County Council's Corporate Business Plan sets out the things we will be working on in the medium term. The plan sets out our five Organisational Goals (also our well-being objectives) supported by the 22 commitments to action we will make and the ways in which they will be measured in the run-up to 2022. This plan has been developed aligned to the direction set in the Corporate Plan. The Plan is underpinned by a clear policy framework that sets out in more detail our work to enable the delivery of the plan (see appendix). The aspiration and objectives set for Monmouthshire by the Public Services Board (PSB) and Council are:

Purpose		Building Sustainable and Resilient Communities	
PSB aspiration is to:	Reduce inequalities between communities and within communities Support and protect vulnerable people Consider our impact on the environment		
PSB Well-being Objectives	<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.	
MCC well-being Objectives	The best possible start in life	Maximise the potential of the natural and built environment	
	Lifelong well-being	Thriving and well-connected county	
Future-focused Council			

The Council has made some commitments to action in relation to the organisational goals in the Corporate Plan, this strategy will therefore seek to specifically address the following:

Council Commitment	How we're going to do it	Who is accountable
Lifelong Well-being		
15) THE COUNCIL ENABLES CONNECTED AND CARING COMMUNITIES SUPPORTING PEOPLE TO LIVE INDEPENDENTLY	<p>Maximise the opportunities for all people to live the lives they want to live and the positive outcomes they identify.</p> <p>Co-produce our approaches to well-being, care and support.</p> <p>Develop opportunities for people to be involved in their local communities reducing isolation and loneliness.</p> <p>Improve opportunities for people with care and support to actively contribute through employment and volunteering.</p>	Cabinet Member for Social Care, Safeguarding and Health

<p>16) THE COUNCIL DELIVERS ON SOCIAL JUSTICE, BETTER PROSPERITY AND REDUCING INEQUALITY</p>	<p>Reduce child poverty and social isolation and improve economic inclusion.</p> <p>Promote equality and diversity and ensure opportunities are genuinely available to all.</p> <p>Advance social justice and well-being through Asset Based Community Development.</p>	<p>Cabinet Member for Social Justice</p> <p>Cabinet Member for Social Care, Safeguarding and Health</p>
<p>17) THE COUNCIL ENABLES BETTER LOCAL SERVICES THROUGH SUPPORTING VOLUNTEERS AND SOCIAL ACTION</p>	<p>Ensure meaningful community engagement to understand the assets and priorities in each locality.</p> <p>Approve volunteering policy and support the Community Volunteering Academy</p> <p>Extend the reach of Monmouthshire Made Open as a technology-enabled tool for promoting civic action.</p>	<p>Cabinet Member for Social Care, Safeguarding and Health</p> <p>Cabinet Member for Social Justice</p>

This strategy sets out a broad programme of work we will carry out in partnership to turn our vision into a reality that will make a real difference to the lives of local people. It is underpinned by clear, specific and measurable actions and outcomes that are reviewed and updated on a regular basis to ensure that it can evolve and respond to new opportunities and ideas. It is important that measurement of impact is undertaken with people and communities alongside consideration of national and local indicators.



Putting social justice for children at the **of what we do...**

In Order To Give Children The Best Start In Life, Overcoming Barriers To Attainment And Opportunity We Will:

- Map the current service offer; identify any gaps and work with partners to develop clear pathways which are based on evidence of impact and ensure resources are targeted in the right place;
- Develop an integrated early intervention and prevention pathway to support children and families at the earliest opportunity and reduce the need for statutory intervention to keep people safe in particular those with Adverse Childhood Experiences;
- Work with all partners to implement an approach to policy and practice which is based on children's rights; longer term ambition for the Council and partners to commit to a rights based approach in all policy commitments.
- Develop an effective 0 - 25 Partnership for Children and Young People;
- Focus in on four key areas to ensure there is demonstrable prioritisation:
 - Emotional wellbeing and mental health for children and young people taking into consideration issues such as gender inequality and gender stereotyping as a form of prevention enabling children and young people to meet their true potential;
 - Child friendly communities to include provision for young people and play areas;
 - Vulnerable children and families; and
 - Building resilience and promoting wellbeing - with links to education.

Putting social justice and equitable economic prosperity at the



of what we do

In Order To Overcome Inequalities In Access To Economic Prosperity We Will:

- Work to increase the availability and take-up of broadband across the county to address digital exclusion;
- Work as part of the Cardiff Capital Region to attract high skill, high wage jobs to ensure that people have the opportunity to raise their household income;
- Work with partners to develop a Tackling Poverty Plan for the county which will take account of both worklessness and in-work poverty. A key focus will be assisting households to maximise their incomes and minimise their outgoings;
- Provide learning, training and employability opportunities for 11 to 24 year olds to reduce the number of young people who are not in employment, education or training;
- Provide access to the labour market for people with disabilities and care leavers;
- Align resources of the specific funding streams available to the Council to make a difference to the tackling poverty agenda to maximise the impact of investments;
- Act upon the findings of a Rural Development Programme Study to take an integrated approach to addressing and improving rural transport options in the county to increase access to job opportunities in other areas;
- Develop, and act upon, options to improve access to job opportunities in the county and other areas to include providing work placements, traineeship and apprenticeship opportunities whilst taking positive action as a Council to encourage other public partners and businesses to do so;
- Mitigate against the context of the buoyant local housing market and help to overcome the issue of high house prices and high market rents through the provision of additional affordable housing in the County in both urban and rural areas. The Council will ensure that developers and local people have clear guidance on how its development plan policies and decisions on planning applications will operate;
- In the context of the local housing market, seek to promote and maximise the use of other housing options, including those that offer alternatives to social housing. Key

priorities are to support households to remain living in their current accommodation, including preventing more homelessness, identify and increase private sector housing opportunities and to introduce new housing options such as lodgings based accommodation;

- Focus on two key areas to ensure there is demonstrable prioritisation:
 - An integrated approach to addressing barriers to transport in rural areas; and
 - Access to the labour market for people with disabilities.



Putting social justice and social inclusion at the **of what** we do to tackle loneliness and isolation

In Order To Tackle The Scourge Of Loneliness And Isolation We Will:

- Develop a collaborative approach to wellbeing to ensure direction setting and oversight of wellbeing in Monmouthshire is informed by those closest to delivery. The Integrated Wellbeing Network provides a basis for this collaboration;
- Work with partners who can provide evaluative support to ensuring that the impact of approaches and interventions can be effectively measured overtime (recognising some change will be generational) as well as understanding short term effectiveness;
- Launch the Community and Partnership Development team with a clear focus, effective methods and measurable outcomes;
- Map the current service offer, identify any gaps and work with partners to develop clear pathways which are based on evidence of impact and to ensure resources are targeted in the right place;
- Develop an Asset Based Community Development approach with communities to fully realise the benefits from the physical assets (community hubs, social care and health resource centres, primary care centres and community hospitals, RSL buildings, village halls) across the county;
- Develop an approach that promotes house-sharing and facilitates matching;
- Explore the use and application of emerging technological opportunities;
- Continue to develop opportunities for contribution and involvement amongst all communities with a particular focus on those experiencing mental health issues;
- Focus on key areas which are clearly measurable to ensure there is demonstrable prioritisation:
 - Community development priorities identified in each of the five areas (it is recognised priorities will differ from area to area depending on needs, gaps and opportunities);
 - Digital inclusion for people who are not currently connecting online; and
 - Dementia friendly Monmouthshire – encourage public organisations and private business across Monmouthshire to become ‘dementia friends’.

Action Plan

Priority: In Order to Give Children the best start in life, overcoming barriers to attainment and opportunity we will:			
Action	Lead	RAG Rating – Red, Amber, Green	Progress
Map the current service offer; identify any gaps and work with partners to develop clear pathways which are based on evidence and ensure of impact and ensure resources are targeted in the right place.	Community & Partnership Development Team (C&PDT)	Green	Play Sufficiency Assessment has been completed and submitted to WG which was applied on a geographical footprint to understand where there may be gaps in provision and communities - also establishing a place based working group for children & families across the county.
Map the current provision to support FSM pupils across the EAS and Monmouthshire; identify any gaps and work with the EAS and wider partners to develop a cohesive strategy to raise the attainment of FSM pupils and close the gap between FSM and non FSM pupils.	Children and Young People Services (CYP)	Amber	Currently mapping provision, EAS strategy developed and prioritised in Regional Business plan.
Develop an integrated early intervention and prevention pathway to support children and families at the earliest opportunity and reduce the need for statutory intervention to keep people safe in particular those with ACEs.	CYP	Green	Early Help panel established and receiving referrals for children & families in need of support - Also trialling the introduction of a Child and Adolescent Mental Health Services element to this service.

<p>Work with all partners to implement an approach to policy and practice which is under pinned by children's rights; Longer term ambition for the Council and partners to commit to a rights based approach in all policy commitments.</p>	<p>Social Justice Group (SJG)</p>	<p>Amber</p>	<p>Need to understand how this can be implemented - work currently undertaken in schools around UNCRC and MYS & CSS - Needs to be driven more widely.</p>
<p>Develop an effective 0 - 25 Partnership for Children and Young People;</p>	<p>CYP MonLife</p>	<p>Green Green</p>	<p>All grant and core funding currently utilised and aligned to support the Early Help panel.</p> <p>MonLife Learning offers both informal and formal learning opportunities to CYP 0 – 25, activities include:</p> <ul style="list-style-type: none"> • Curriculum based workshops at museums and attractions; • Family learning stations at Abergavenny, Chepstow and Monmouth Museums; • Welsh Bacalaureate programmes; • Mencap access project for young people with Additional Learning Needs
<p>Focus in on four key areas which are clearly measurable to ensure there is demonstrable prioritisation:</p> <ul style="list-style-type: none"> • Emotional wellbeing and mental health for children and young people; • Child friendly communities; 	<p>CYP/MonLife</p>	<p>Green</p>	<p>How do we define vulnerable children & families? SJG to propose options of vulnerabilities to members for decision of areas of focus - there is a need to define where the need sits (poverty/support) using the 'windscreen' to inform options for members, potentially need to focus on</p>

<ul style="list-style-type: none"> • Vulnerable children and families; and • Building resilience and promoting wellbeing - with links to education. 			<p>edge of statutory services - needs further exploration.</p> <p>As part of the 'child friendly communities' commitment, a group of children in the Bulwark and Thornwell areas have been supported to engage with their wider communities on the topic of local play with some really positive, tangible results. This model has now been used to produce a toolkit for rollout across the county. In addition, resource has been allocated to promoting and enabling street play to increase children's freedom to play out in their communities.</p> <p>Mon Life Learning offers a range of informal activities for CYP for vulnerable children and families in the three museums and at MCC attractions.</p> <p>MonLife Learning formal education offers are linked to the four core purposes and are designed with resilience and wellbeing as an integral part of the programme.</p>
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<p>Participation in the Community Focussed School Business Managers Pilot Scheme Programme.</p>	<p>C&PDT</p>	<p>Green</p>	<p>Community Focussed School Business Manager appointed. Working across the Chepstow schools, communities and business cluster to directly address the inequitable access to social capital between different school catchments.</p>
<p>Using Sport and Physical Activity as a tool for youth engagement our 'Friday Night Projects' aim to reduce anti-social behaviour through a targeted, partnership approach.</p> <p>Primary Education Referral programme to support, develop and enhance our children's education experience and attainment.</p> <p>Playmaker Leadership Programme to support confidence, motivation,</p>	<p>MonLife/Sports Development/Leisure</p>	<p>Green</p> <p>Amber</p> <p>Green</p>	<p>Established sessions taking place in Caldicot and Abergavenny with the opportunity to widen the offer if needed based on need and identified through the safer Monmouthshire group. 73% of young people in south Monmouthshire on the Anti-Social Behaviour (ASB) Strike list have engaged in the sessions with reductions in ASB reported which demonstrates the value of such sessions.</p> <p>Limited funding following a successful pilot project is restricting our ability to support some of the children who would benefit from our teams support in foundation phase and early KS2. 32 children supported successfully through the pilot project during 2018-2019 – all provided with education support and community access for continued engagement.</p> <p>Every single year 5 and 6 pupil in Monmouthshire has received the 6 hour</p>

<p>wellbeing and promote active citizenship.</p> <p>Secondary School Leadership Academies are being delivered across our four schools, providing a complete leadership pathway from the age of 10 through to post 16 employment opportunities.</p> <p>Girls Can and Ladies Stronger Together programmes have actively looked to target gender inequalities in physical activity participation rates. Delivering the right product, at the right time and in the right place is essential to close this gap.</p>		<p>Green</p> <p>Green</p>	<p>Sports Leaders UK award, a total of 1,855 young people. These pupils are able to support wellbeing within their school settings through peer to peer delivery, transitional key stage work and community projects. Monmouthshire is the first local authority in the UK to deliver to an entire year group with many others now following our lead across Wales, England and Internationally.</p> <p>110 young people currently engaged in our leadership academies volunteering in the region of 4,500 hours of their time on an annual basis. This supportive environment enables our young people to thrive through social skill development, leadership, employability skills and volunteering opportunities (education and community based). 85% of our current casual workforce has been developed through this pathway.</p> <p>A successful programme of activities has been delivered from girls can camps (age 5-12), 5x60 provision (age 12-17) and Ladies Stronger Together (18+). This has been provided to help promote regular physical activity for women and girls in Monmouthshire. We are continually using measurement tools, such as the</p>
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<p>The Monmouthshire Games is an annual holiday provision that runs all year round. This programme gives children aged 5-12 years old the opportunity to take part in structured sport and physical activity. A TMG pre pay offer has been set up to provide 25% discount, as well as fully funded spaces linked to key partners.</p> <p>The Year 6 transition programme is an 8 week provision focusing on aiding transition from primary school to secondary school. The programme delivery will focus on topics such as peer pressure, healthy relationships, social media safety, substance misuse, managing responsibilities, along with physical activities.</p>	<p>MonLife/Youth Services</p>	<p>Green</p> <p>Amber</p>	<p>school sport survey and our playmaker conferences, to monitor activity levels and address any areas where we feel our team can have a positive impact.</p> <p>A range of partners have been engaged (including health, housing associations, town councils and education) to provide free access for some of the most vulnerable children in Monmouthshire. Through our pre pay offer fully funded spaces (10 days per child) are provided to children to participate in the programme. Since its launch in the summer of 2016 The Monmouthshire Games has seen in excess of 14,500 attendances and continues to grow.</p> <p>The programme has been delivered to a number of schools and based on positive feedback has had a significant impact on preparing young people for the transition in to secondary schools. Focusing on key issues and current trends the youth workers are able to support with a consistent message for our young people in Monmouthshire. Through delivering this project on a larger scale it will enable all young people to be given the same opportunity across all schools in Monmouthshire.</p>
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			Welsh Government's Superfast Cymru with additional programme delivery against UK Government programmes for 5G, Local Full Fibre Network, and Tech challenges.
Work as part of the Cardiff Capital Region to attract high skill, high wage jobs to ensure that people have the opportunity to raise their household income;	Francis O'Brien/Cath Fallon	Amber	Regional Skills Coordinator appointed
Work with partners to develop an Tackling Poverty Action Plan for the county which will take account of both worklessness and in-work poverty;	Financial, Economic and Digital Inclusion Partnership (FEDIP)	Amber	Draft plan has been produced and actions have been distributed across partnerships and partner agencies for delivery.
Provide learning, training and employability opportunities for 11 to 24 year olds to reduce the number of young people who are not in employment, education or training	Hannah Jones Mon Life	Green Green	Inspire 2 Work and Inspire 2 Achieve programmes operating with high up take. MonLife Learning has a range of formal and informal learning offers for 11 – 14 year olds, particularly linked to the Welsh Bacallaureate. Intergenerational memory cafes provide training in reminiscence work and dementia friendly communities, project planning and team work.

Provide access to the labour market for people with disabilities and care leavers;	SJG	Red	Inspire2Work and Communities for Work + works with People with disabilities and Care Leavers providing access to employment and training opportunities
Align resources of the specific funding streams available to the Council to make a difference to the tackling poverty agenda to maximise the impact of investments;	SJG	Red	Need to consider national perspective on direction of funding from WG - needs to be monitored by SJG
Act upon the findings of a Rural Development Programme Study to take an integrated approach to addressing and improving rural transport options in the county to increase access to job opportunities in other areas;	Cath Fallon & Matt Gatehouse	Green	On track and progressing well
Develop, and act upon, options to improve access to job opportunities in the county and other areas to include providing work placements, traineeship and apprenticeship opportunities whilst taking positive action as a Council to encourage other public partners and businesses to do so;	Hannah Jones /Tracey Harry	Amber	Apprenticeship, Internship and Graduate Strategy and Framework in development. Apprentices Go To Group established and have met once to share experiences and knowledge
Mitigate against the context of the buoyant local housing market and help overcome the issue of high house prices and high market rents through the provision of additional affordable	Mark Hand	Amber	Replacement Local Development Plan in development

<p>housing in the County in both urban and rural areas. The Council will ensure that developers and local people have clear guidance on how its development plan policies and decisions on planning applications operate</p>			
<p>In the context of the local housing market, seek to promote and maximise the use of other housing options, including those that offer alternatives to social housing. Key priorities are to support households to remain living in their current accommodation including preventing more homelessness, identify and increase private sector housing opportunities and introduce new housing options such as lodgings based accommodation</p>	<p>Mark Hand/Ian Bakewell</p>	<p>Green</p>	<p>A Monmouthshire Lettings Negotiator has been recruited on fixed term until 31.03.20 to provide a dedicated focus on developing the Monmouthshire Lettings Service (MLS) and engaging with landlords. In addition a Homeless Project Officer will be appointed in July to support identifying accommodation that can be used for homeless purposes and to ensure prevention where possible. The shared housing stock is due to increase to 63. The number of properties now managed by MLS has increased by 12% to 26 with a further 3 pending. MCC have negotiated with Monmouthshire Housing Association (MHA) to use 3 x 1 bed flats on a temporary basis pending the Registered Social Landlord's disposal of them, in addition MHA have purchased a large 6 bed property in the South to use for emergency family accommodation. A property in a pending development in Caldicot has been earmarked for shared housing. Housing is also currently</p>

			liaising with a private developer about the possibility of purchasing a property on behalf of the Council to provide homeless accommodation, the company will also manage this property.
<p>Focus on two key areas which are clearly measurable to ensure there is demonstrable prioritisation:</p> <ul style="list-style-type: none"> • An integrated approach to addressing barriers to transport in rural areas; and • Access to the labour market for people with disabilities 	Gov Tech & 16 + agenda	Amber	<p>Gov Tech project underway, 5 companies appointed to work on challenge, phase one due to complete.</p> <p>Access to Labour Market for people with disabilities – on going.</p>
<p>Passport to Leisure Scheme aims to reduce any barriers to participation and make Leisure facilities more accessible. Through our PTL scheme a reduction of cost is provided to eliminate, or reduce, any financial barriers there may be to regular physical activity.</p>	MonLife Leisure	Green	<p>An established programme is in places across our four Leisure Centres and a clear referral process available. In the case of our PTL 3 membership eligible children in receipt of free school meals are able to take part in swimming activities free of charge, all year round –</p>

			as well as receiving discount of additional leisure activities.
Priority: In order to tackle the scourge of loneliness & isolation we will:			
Action	Lead	RAG Rating	Progress
Develop a collaborative approach to wellbeing to ensure direction setting and oversight of wellbeing in Monmouthshire is informed by those closest to delivery. The Integrated Wellbeing Network provides a basis for this collaboration;	Nicola Needle/MonLife Learning	Amber	<p>At a regional level, we are sharing the development of Monmouthshire's approach through the Integrated Wellbeing Network transformation project.</p> <p>At a local level, we continue to embed place-based collaboration through Community Conversations and maximising all opportunities for joint working.</p> <p>We have recently completed an evaluation of both the impact of the approach and individual elements of wellbeing support through the use of Most Significant Change and Community of Enquiry methodologies</p>

<p>Work with partners who can provide evaluative support to ensuring that the impact of approaches and interventions can be effectively measured overtime (recognising some change will be generational) as well as understanding short term effectiveness;</p>	<p>C&PDT/Nicki Needle MonLife</p>	<p>Amber Green</p>	<p>Performance Management framework being developed alongside the WBP and C&PD team developing measures for ABCD activity - Nicki developing Most Significant Change measurement.</p> <p>The Creative Lives Active Lives dementia pilot is currently being evaluated by an external evaluator. The lessons learned will be shared across MonLife and the wider community and partnership development team and the ISPB.</p>
<p>Launch the Community and Partnership Development team with a clear focus, effective methods and measurable outcomes;</p>	<p>Cath Fallon</p>	<p>Green</p>	<p>Not a direct delivery outcome of the SJ Strategy however team is delivery agent for the Strategy</p>
<p>Map the current service offer, identify any gaps and work with partners to develop clear pathways which are based on evidence of impact and to ensure resources are targeted in the right place;</p>	<p>C&PDT/MonLife</p>	<p>Amber</p>	<p>Currently mapping & gapping services which contribute to tackling loneliness & social isolation across the county, this will be applied on a geographical footprint to understand where there may be gaps in provision and communities</p>
<p>Develop an Asset Based Community Development approach with communities to fully realise the benefits from the physical assets (community hubs, social care and health resource centres, primary care centres and</p>	<p>C&PDT & Fred & Ash</p>	<p>Amber</p>	<p>Place based approach working with our physical assets giving people the opportunity to contribute in their community by volunteering their time supported by Volunteering for Wellbeing. Volunteers active in Community Hubs, Social Care and</p>

<p>community hospitals, RSL buildings, village halls) across the county;</p>			<p>Health settings. We support and develop community activity, offering support through projects like Be. Community Leadership Programme.</p> <p>'Big Ideas' engagement activities took place cross the county during March and April. The team had over 200 face to face conversations with community members who volunteered their responses to the question "If three other people would help, what would you love to do to make your community a better place?" Additional conversations also took place in schools This is in addition to the conversations that Rhian had in schools on the same topic.</p>
<p>Develop an approach that promotes house-sharing and facilities matching</p>	<p>Monmouthshire Housing Association & Melin</p>	<p>Amber</p>	<p>PSB Programme Board leads holding a workshop in January 19 to explore shared living scheme options and intergenerational living opportunities</p>
<p>Explore the use and application of emerging technological opportunities</p>	<p>Gov Tech & Rural Development Programme</p>	<p>Green</p>	<p>Five companies appointed to develop technological solutions. Phase 1 complete, Phase 2 where 2 companies are appointed to develop a beta model is in progress.</p>

<p>Continue to develop opportunities for contribution and involvement amongst all communities with a particular focus on those experiencing mental health issues.</p>	<p>Volunteering & Social Navigation</p> <p>MonLife</p>	<p>Amber</p> <p>Green</p>	<p>Working with partners like Volunteering for Wellbeing we are developing supportive programmes for people to engage in a positive volunteering experience. Sharing their knowledge, skills and gifts in their community with measurable benefits in their own wellbeing.</p> <p>MonLife learning is involved in supporting people living with dementia and their carers through a variety of programmes:</p> <ul style="list-style-type: none"> • Facilitated Reminiscence; • Creative Lives Active Lives; • Memory box hire; • Accredited reminiscence training; • National Exercise Referral and cultural education programmes.
<p>Focus on key areas which are clearly measurable to ensure there is demonstrable prioritisation:</p> <ul style="list-style-type: none"> • Community development priorities identified in each of the 5 areas (it is recognised priorities will differ from area to area depending on needs, gaps and opportunities); • Digital inclusion for people who are not currently connecting online; and 	<p>C&PDT & FEDIP</p>	<p>Amber</p>	<p>Ageing Well group is currently developing its approach to Dementia Friends training across the county. FEDIP partnership is exploring an RDP funding application to carry out a baseline assessment of digital literacy across the county.</p>

<ul style="list-style-type: none"> • Dementia friendly Monmouthshire – encourage public organisations and private business across Monmouthshire to become ‘dementia friends 	<p>MonLife</p>	<p>Green</p>	<ul style="list-style-type: none"> • MonLife Learning Manager is a dementia champion. • Monmouth Museum and Tintern Old Station are part of the Dementia Friendly community scheme. Plans are in place to train all leisure centre staff to become dementia Friends. • Outdoor Education staff have been trained to become Dementia Friends. • Dementia Friends training is part of the MonLife learning strategy and will be offered to all MonLife staff.
<p>Provide an inclusive environment for all participants to be given the opportunity to be physically active through our ‘insport’ accreditation model. This will be delivered through centralised objectives in line with Disability Sport Wales accreditation scheme and evaluated annually through our club accreditation process.</p> <p>The Monmouthshire Carers project aims to provide discounted access to our Leisure Facilities for individuals in a</p>	<p>MonLife/Sports Development/Leisure</p>	<p>Amber</p> <p>Green</p>	<p>We are currently working towards our silver accreditation having achieved Ribbon and Bronze in the past. Our team are evidencing our objectives and the wider council commitment to ensure inclusive activities are provided. During November 2019 we will be presenting to Disability Sport Wales with a view to achieving our Silver accreditation. Though our ‘insport’ club programme we have supported 20 community clubs through training and development of inclusive environments – measured annually through our club accreditation programme.</p> <p>An established programme is in places across our four Leisure Centres and a</p>

caring role to help reduce any potential barriers to accessing our facilities.			clear referral process available for carers to apply.
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How we will Evaluate Progress

This section sets out how we will evaluate our progress to ensure transparency and accountability as part of our governance arrangements.

It is important we have a clear set of measures to evaluate the progress made to determine the success of specific work programs in achieving the overall purpose – *Putting Social Justice at the heart of what we do*. There is growing evidence to suggest that we learn and develop most effectively through the sharing of stories. At a qualitative level of evaluation, we are committed to working with partners who can provide evaluative support to ensure that the impact of approaches and interventions can be effectively measured overtime (recognising some change will be generational) as well as understanding short term effectiveness. To aid this, a cross party advisory committee will be established to oversee and direct the implementation of the Strategy. To aid evaluation the following set of questions will be used as a guide to evaluate progress, which will be reported back to Strong Communities Select Committee, which in turn will make recommendations of any proposed changes to Cabinet:

- What changes (good and bad) have come about as a result of the work we are doing?
- What does good collaboration look like and have we achieved it?
- What are the enablers and inhibitors to effective collaborative working around well-being across Monmouthshire?

The reasons for using this particular methodology are:

- It fits with the 'spirit' of partnership with a strong focus on participation and stories;
- The use of stories and facilitated conversations will support the development of relationships between participants and a common understanding and purpose regarding the concept of well-being;
- The answers to the questions are difficult to predict and will emerge with many unanticipated findings and outcomes;
- The main focus is on learning and development rather than accountability;
- This is a social change programme with a before, middle and after.

It is also important we have specific quantitative measures which we track to understand progress and which we will consider alongside the evidence from the qualitative piece. We have therefore worked with the five PSBs within the Gwent Region to commission the development of a set of measures and surveys that will enable us to understand well-being at a community level. The Happy Communities well-being measurement will be used to better measure, understand and improve the well-being of our populations. Currently measuring well-being is largely restricted to data obtained from the 2011 census which lacks the details of well-being, timeliness and the local detail needed to really inform decision making. By using the same tools across Gwent it will be possible to compare well-being across the region and against other parts of the UK. The two tools, the Happy Communities Index, which measures the local conditions for community well-being and the Happiness Pulse which is a measure of personal well-being can be used to inform decision making at a community, ward, neighbourhood or whole authority scale. For specific pieces of work we have identified performance measures in the performance indicator section that we will monitor to evaluate progress.

Performance Indicators

Indicator	Actual 2016/17	Actual 2018/19	Target <i>This should</i>
The percentage of people who agree that there is a sense of community	53.4%	Not available	increase
The percentage of people who feel they can influence decisions about the area	21.3%	Not available	increase
The percentage of children living in low income households	14.2% (August 2014)	12.4% (August 2016)	decrease
The average weekly salary of people living and working in Monmouthshire	£466	£537	increase
The average wage differential between men and women	£149	£109	decrease
The gap in educational attainment in the Level 2 threshold including English/Welsh and mathematics, between pupils eligible for free school meals and those not eligible for free school meals.	43.8%	49.6%	decrease
The gap in educational achievement in key stage 4 capped 9 points score	119.2	138	decrease
The percentage of households with internet access	81.1%	87.5	increase
The percentage of carers who report they can do the things that matter to them	36.4%	37.5%	increase
The percentage of families supported by early help services who report being helped with what matters to them	No baseline as yet		
The percentage of families being supported by Building Strong Families Team (TAF) who show improved resilience at the end of intervention measured using the Distance Travelled Tool	No baseline as yet		
The percentage of families being supported by Building Strong Families Team (TAF) who show improvement in relation to family goals at the end of intervention	No baseline as yet		
The percentage of children worked with by Building Strong Families Team (TAF) where school attendance was the focus of intervention and attendance improved	No baseline as yet		
The percentage of children accessing School Based Counselling who report improved wellbeing	No baseline as yet		

The percentage of children supported to remain living with their family	61.6%	63.4%	increase
The percentage of care leavers who are in education, training or employment at 12 months after leaving care	64%	66.7%	increase
The percentage of care leavers who are in education, training or employment at 24 months after leaving care	50%	72.7%	increase
The percentage of care leavers who have experienced homelessness during the year	5.45%	3.6%	decrease
The percentage of homelessness successfully prevented	58%	67%	increase
The percentage of additional units of affordable housing delivered against the annual LDP target of 96	86 (90%)	90%	No change
The percentage of increase in the number of Monmouthshire Lettings Units	11 units	23 units	increase

Risks

There are risks attached to the delivery of this plan and good governance will ensure these risks are understood, managed and communicated. The Council has an established risk management policy that sets out the Council's policy and approach to strategic risk management. The risks related to the delivery of this plan have been identified, assessed and mitigating actions established.

Risk	Reason why identified	Risk Level (Pre – mitigation)				Planned Mitigation & timescales	Residual Risk Level (Post – mitigation)			
		Year	Likelihood	Impact	Risk Level		Year	Likelihood	Impact	Risk Level
Without appropriate and effective governance infrastructure the Council may not deliver its objectives.	Monmouthshire County Council recognises the important and valuable contribution made by volunteers in enhancing service delivery. There is a need to formalise arrangements for the role of volunteers in service delivery and set out the terms governing their engagement and ongoing relationship with the Council	2017/18 2018/19	Possible	Substantial	Medium	Deliver the implementation plan for volunteering policy (adopted in December 2017) in all service/business areas and continued implementation of the Volunteer toolkit. Realignment of the Community and Partnership Team duties to include volunteer coordination,	18/19 19/20 20/21	Unlikely	Major	Low
The Council and partners do not make sufficient progress to improve well-being through regional and partnership working.	The Council is already part of regional and partnership working arrangements in a variety of services, some of these require further development	18/19 19/20 20/21	Possible	Substantial	Medium	To develop the PSB Well-being plan, implement a delivery framework and develop the role of the PSB Select Committee to scrutinise the PSB arrangements.	18/19 19/20 20/21	Unlikely	Major	Low

<p>Insufficient ICT infrastructure and skills in the county have the potential to lead to social and economic disadvantages</p>	<p>Monmouthshire residents have high demand for broadband services however a significant skills issue exists in the County with approximately 20% adults in Monmouthshire not using the internet.</p> <p>Other drivers include the council needs to prepare for increased digital public service delivery, the implementation of the Online Universal Credit system, children’s learning opportunities and the provision of digital health care.</p>	<p>18/19/20/21</p>	<p>Likely</p>	<p>Substantial</p>	<p>Medium</p>	<p>Enable the rollout and exploitation of high speed broadband across the County for both businesses and communities.</p>	<p>18/19/20/21</p>	<p><i>Unlikely</i></p>	<p><i>Major</i></p>	<p><i>Low</i></p>
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Appendix One - National Policy Context

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. The contribution our plan makes towards the seven national objectives has been assessed and is shown in this plan.

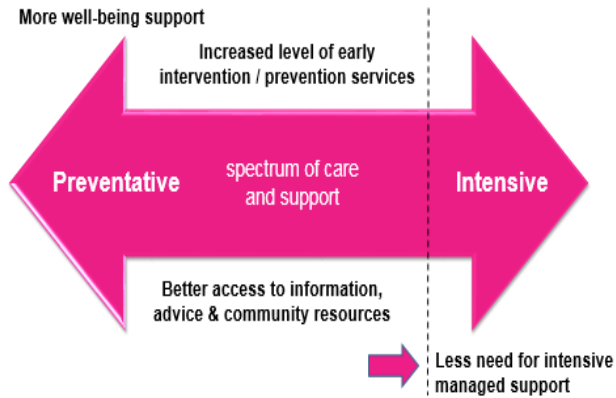


In planning our services and taking action to meet our well-being objectives we must consider, but also demonstrate that we have applied, the following sustainable governance principles in our decision-making:

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

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

Social Services and Well-being Act



This Act aims to transform the way care and support is delivered, placing responsibilities wider than social services departments. The Act requires a stronger voice and more control for people of all ages, leading to less dependence on institutional services. The Act sets out to engage with and empower citizens; promote independence and well-being and give people who receive support, and their carers, control over their lives and the care and support needed to do what matters to them.

The aspiration of the Act, that through acting

preventatively and intervening earlier more people can be independent and well without intensive managed support as described in the image on the left.

Prosperity for All – Wales Government

In September 2017, Welsh Government published 'Prosperity for all' – the national strategy which sets the aims of the Welsh Government and provides clarity for partners about the changes they want to see progressed to achieve a more prosperous Wales.

The strategy acknowledges that how partners work together can be just as important as what is delivered. In order to make a real difference to people's lives, partners need to do things differently and to do different things.

The strategy details the Welsh Government's twelve objectives and the steps they propose to take to meet them. They place the Well-being of Future Generations Act at the heart of their decision making. The key themes are:

- prosperous and secure;
- healthy and active;
- ambitious and learning;
- united and connected.

Equality and diversity

The council has a long-standing commitment to equality and diversity and under the Equality Act 2010 has to produce a Strategic Equality Plan. A second plan was published in April 2016 and sets the council's objectives to ensure we deliver better outcomes for people with

protected characteristics: race, disability, sex, sexual orientation, gender re-assignment, marriage and civil partnership, pregnancy and maternity and age. This is clearly aligned with the well-being goals set by Welsh Government, but above all else it is important to us as it is the right thing to do.

The Violence against Women, Domestic Abuse & Sexual Violence (Wales) 2015 Act

The Violence against Women, Domestic Abuse & Sexual Violence (Wales) Act 2015 focusses on the prevention of these issues, the protection of victims and support for those affected by such issues and is a unique and ground breaking piece of legislation. In line with the Act the Council has a legal requirement to report on how we are addressing VAWDASV matters within their educational functions, including any action taken within schools.

The Modern Slavery Act

The Modern Slavery Act (2015) gives law enforcement the tools to fight modern slavery, ensure perpetrators can receive suitably severe punishments for these appalling crimes and enhance support and protection for victims. In line with the Act, the Council is considering how it could adopt a Code of Practice concerning 'Ethical Employment in Supply Chains' and also how the Safer Gwent and Safer Monmouthshire initiatives address modern day slavery organised by crime gangs.

The Welsh Language

The authority recognises that the Welsh language is central to the goals introduced as part of the Well-being of Future Generations Act to ensure we are able to maximise our contribution to a Wales of vibrant culture and a thriving Welsh language and also to help the Welsh Government reach the target of having a million Welsh speakers by 2050 (Wales 2050).

The Welsh Language (Wales) Measure 2011 and accompanying Welsh Language standards place a legal duty on councils to promote the Welsh Language and provide services to the public through the medium of Welsh. The council have to comply with the 175 standards that they have been allocated. This is a significant challenge that has been set but systems have been put in place in divisions to ensure compliance. One of the Standards set was to write a Welsh Language Strategy for 2017 – 2022, which sets out a vision of how the Welsh language will look in Monmouthshire in 5 years' time and is accompanied by targets to help achieve that vision. Welsh Government in 2012 also produced a new strategy known as "More than words". This basically requires us as a care provider to ask people whether they want services through the medium of Welsh (known as the "Active Offer").

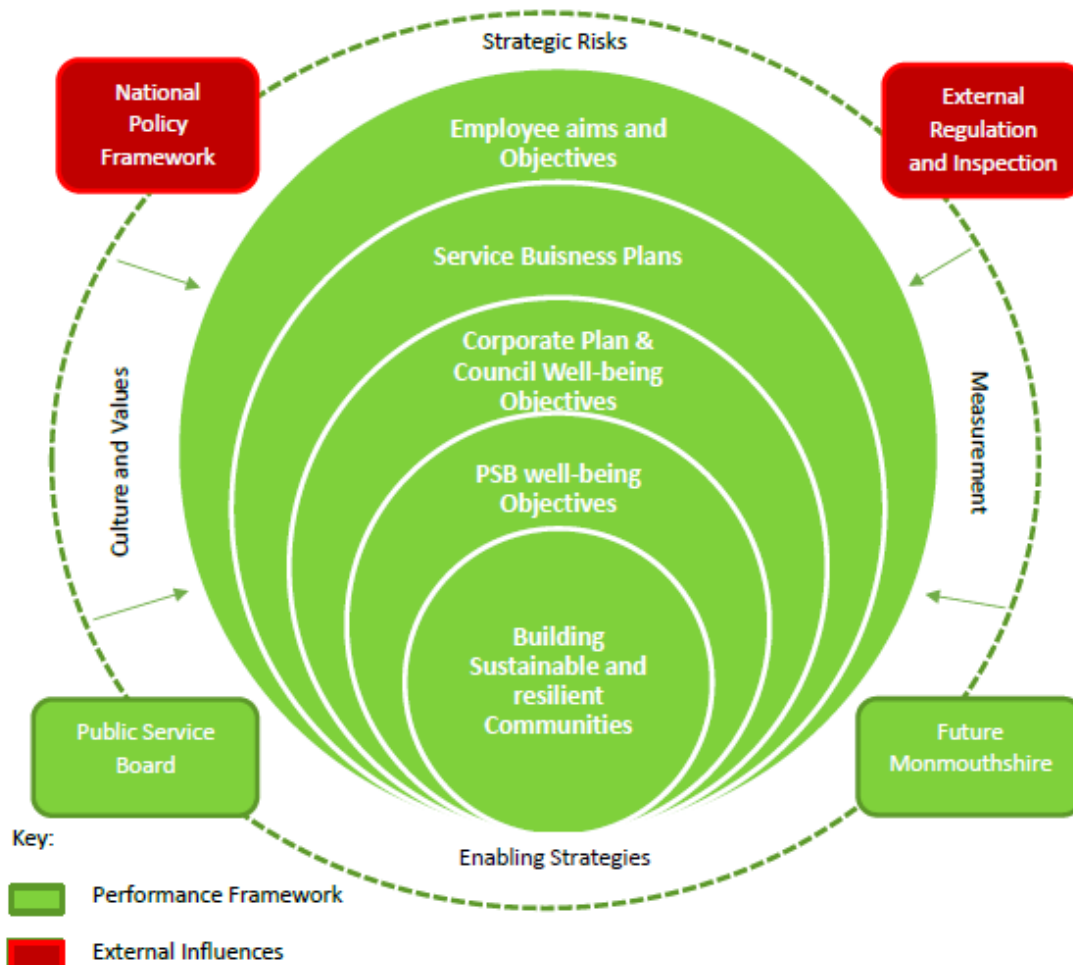
Appendix Two – Local Policy context

Our Improvement Framework is supported by a range of plans as part of our Policy Framework that guide our actions to improve services.

Performance Management Framework

Our performance management framework; illustrates the interdependencies and how the policies, plans and programmes it contains, should be mutually reinforcing. In simple terms, our performance management framework is integral to the adoption and application of our plan because it makes sure that everyone is pulling in the same direction to deliver real and tangible outcomes.

Building sustainable and resilient communities is the unifying purpose of the diverse range of services for which we are responsible. We are a partner in the Public Service Board, which is responsible for setting well-being objectives for the county. The council's own well-being objectives are set by the Council based on the same well-being assessment as the PSB objectives and, form the backbone of our Five Organisational Goals in the corporate plan. Each of our teams has a business plan that aligns to 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 how the contributions that individual colleagues make to these objectives and delivering our vision in accordance with our values.



Our 'enabling strategies' support the delivery of our objectives. Our work is also informed and guided by national policy and external regulation and inspection.

Level	Policy Framework	
Vision	<p>The Public Service Board Well-Being Plan</p> <p>The Public Service Board will produce a local well-being plan in 2018</p>	
Plan	<p>Corporate Plan including Council well-being objectives</p> <p>Set out the direction for the Council in the next 5 years the resources required to deliver it and articulates the council's well-being objectives for carrying out sustainable development and maximise the contribution to achieving the wellbeing goals</p>	
Strategy	<p>Asset Management Plan</p> <p>Describes how we manage our land and property portfolio</p>	<p>Financial Plan</p> <p>Sets out the financial challenges we face & how we will meet these challenges</p>
	<p>People Strategy</p> <p>The strategy connects people to purpose to improve performance and deliver better outcomes</p>	<p>Digital and Customer Strategy</p> <p>The steps we will take to develop our digital offer in our services and communities</p>
	<p>Local Development Plan</p> <p>Our proposals and policies for future development and use of land</p>	<p>Economy and Enterprise Strategy</p> <p>Our proposals for increasing competitiveness, innovation and productivity.</p>
Delivery	<p>Service business plans</p> <p>Each service has a plan that evaluates performance, plans actions for the year ahead, includes metrics to monitor performance and manages risks.</p>	<p>Employee Aims and Objectives</p> <p>Employee appraisals enable individuals and teams to outline the values and performance that is relevant in their role and connects them to the purpose of the organisation.</p>
Evaluation & Risks	<p>Evaluation</p> <p>Evaluates performance, plans & metrics to monitor performance.</p>	<p>Strategic Risk Assessment</p> <p>Identifies, manages and monitors the Council's Strategic risks.</p>

Future Monmouthshire

The *Future Monmouthshire* programme is about ensuring the council remains relevant and viable for the next generation, while continuing to meet the day-to-day needs of residents, visitors and businesses. Future Monmouthshire and its interventions are built around our design principles. Future Monmouthshire has also focussed in on a number of significant future trends, such as the future of work, the utility of automated systems and machine learning, forward-looking land-use and house building and alternative models of service delivery. We have nine design principles that link to longer-term goals which help guide our work.