Objective	What we want to achieve	What we will do	Progress/Outputs	Impact/Satisfaction
	(desired outcome)	(high level actions)	(milestones and measures)	(measures)
Fair Place A Fair place to live where the effects of inequality and poverty have been reduced.	 People are supported when they need help and are given the opportunity to build their resilience as individuals, families and communities. Residents have better access to council services and support needed to live a healthy life. 	Develop the county's early years offer supporting both the maintained and non- maintained sectors to provide the greatest opportunities for families.	 Milestone: Establish two additional cylch meithrins (First established Sept 25, second established Jan 27) Milestone: Establish childcare settings on the sites of Archbishop Rowan Williams Primary school and Trellech Primary schools (Trellech March 25, ARW Jan 27) 	
	Citizens work with the council and their own communities, helping them take action and shape their own futures.	Develop a coherent model of council and voluntary sector services that prevent people falling into poverty and provide clear routes out of poverty.	Milestone: A new poverty and inequality action plan is approved by Cabinet (Dec 2024) Percentage of pupils choosing to receive universal free school meals (new)	 Percentage of people satisfied with their ability to get to/ access the facilities and services they need (new) Percentage of people living in households in material deprivation
		Support communities to reuse and repair items through initiatives such as re-use shops and Repair Cafes.	 Milestone: All four library of things are fully operational (March 2025) i) The financial saving ii) Carbon saving from items borrowed through Benthyg Library of Things 	
		Promote healthier lifestyles, which can reduce health inequalities, through increased physical activity, nutritious food and access to open spaces.	 Milestone: A new inclusive Cultural Strategy is approved by Cabinet (March 2025) Percentage of people participating in sporting activities three or more times a week (new) Number of attendances at MonLife run free or low-cost play provision for children (new) 	 Healthy life expectancy i) female ii) male Gap in healthy life expectancy i) female ii) male Difference in average pay between men and women working in the county (£) Percentage of children living in relative low-income families
		Empower and facilitate citizens and communities to develop their own solutions to build their resilience using all council assets; people, financial and built.	 Milestone: Opening of the Magor and Undy Community Hub (August 2023) Milestone: Disability Confident Employer (Level 2) Status attained (June 2024) Milestone: County of Sanctuary Status attained (December 2024) 	 Percentage of residents who feel 'People in my local area get on well and help each other' (new) Percentage of residents who feel 'People in my local area pull together to improve the local area' (new)

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Objective	What we want to achieve	What we will do	Progress/Outputs	Impact/Satisfaction
	(desired outcome)	(high level actions)	(milestones and measures)	(measures)
			 Number of local employers who 	
			make the disability confident	
			employer pledge	
			Percentage of people who volunteer	
			Percentage of the population that	
			can speak Welsh	

Indicators in the original framework proposed to remove or amend (Fair Place)

- Number of children receiving universal free school meals (replaced, with indicator on percentage uptake of the universal free school meals)
- Number of Welsh speakers employed by the council (remove, will continue to be monitored in the council's annual Welsh language report)
- The percentage of secondary school pupils who take part in the national Make Your Mark survey and Monmouthshire specific ballot (remove, not outcome focussed. Participation in the survey continues to be evaluated by MonLife)

Green Place				
A Green place to live and work, with reduced carbon emissions, and making a positive contribution to addressing the climate and nature	 Council carbon emissions operations are moving towards net zero by 2030 and local communities, partners and businesses are supported to reduce their own carbon footprint. Enhanced biodiversity and ecosystems resilience and clean, healthy and productive rivers and ocean. Fairer greener, healthier food and farming in a flourishing economy 	 Reduce the carbon emissions generated from the council's properties and vehicles. Increase the renewable energy generation capacity of council land and buildings by installing solar panels. 	 Milestone: new climate and nature emergency strategy approved by Cabinet (May 2024) Carbon emissions (kgCO2e) from the Council's assets and operations. Percentage of our local authority fleet which is ultra-low emission (moved from thriving place) Capacity (MW) of renewable energy equipment installed on MCC estate Amount (KWH) of renewable 	
emergency.	that benefits all our residents.	Work in partnership with communities to help people reduce the carbon emissions from their homes and travel.	energy generated from Council installations (new) Number of active travel routes created or enhanced. Percentage of municipal waste sent for recycling, reuse or composting.	 Average carbon emissions per capita in Monmouthshire (tonnes) Number of rail passenger journeys (new) Average level of nitrogen dioxide pollution in the air (µg/m3), measured at Air Quality Management Areas in Monmouthshire Average annual residual household waste produced per person (kilograms)
		 Work in partnership with others to improve river health, biodiversity and eco-system resilience. 		 Percentage of the Special Area of Conservation river catchment waterbodies that fail the phosphorus targets

Objective	What we want to achieve (desired outcome)	What we will do (high level actions)	Progress/Outputs (milestones and measures)	Impact/Satisfaction (measures)
				Percentage of people who agree that their local area has a clean environment (new)
		 Improve local food supply chains and developing food as an ethical and sustainable economic sector. Promote community participation in the growing of food while improving education and access to nutritious food. 	 Milestone: Food strategy developed and approved (May 2024) Milestone: Increased use of seasonal and/or local produce in schools, care homes and domiciliary care (May 2026) 	

Indicators in the original framework proposed to remove or amend (Green Place)

- Number of active travel routes in development (remove, incorporated in measure on number of active travel routes created or enhanced)
- The number of allotment plots created by the council and through private sites supported by the council (remove, specific measure not focussed on outcomes of food strategy)
- Food waste captured from the waste stream and sent to Anaerobic Digestion (tonnes) (remove, will continue to be monitored by the waste and recycling team, focus in this framework is on the retained measure of Average annual residual household waste produced per person (kilograms))
- Number of properties at medium or high risk of flooding (remove, will continue to be monitored as part of flood management planning)

Thriving Pla	ce			
A Thriving and ambitious place, wher there are	backgrounds have the skills to do	Work with local communities to implement placemaking plans in Caldicot, Usk, Wye Valley Villages and Chepstow and develop this approach to Monmouth, Abergavenny and Magor.	Milestone: Development of draft Placemaking Plans for Abergavenny, Magor with Undy and Monmouth (March 2025)	Percentage of people satisfied with their local area as a place to live.
vibrant towr centres, where businesses can grow ar develop.	business. • Modern, sustainable, accessible	Continue to support Monmouthshire's towns and visitor attractions making them accessible and welcoming where amenities, events and experiences are attractive for residents, visitors and businesses.	 Number of schools who reported that MonLife Heritage Learning has had a positive impact on teaching and learning in their school (new) Total number of visitors to our heritage & culture sites (new) 	 Average hourly town centre footfall Percentage of vacant town centre premises Annual economic impact of tourism (£) Number of tourists visiting the county (new) Percentage of people who attend or participate in arts, culture or heritage activities three or more times a year
		Provide employment support and advice to help people find jobs and career paths including in shortage areas such as care and construction through the use of apprenticeships and micro-carers scheme.	 Milestone: Develop Economy, Employment and Skills Strategy (February 2024) Milestone: Develop and approve NEET strategy (November 2024) Number of NEET young people supported into employment (new) Number of working age population supported into employment by the local authority 	 Percentage of adults with qualifications at different levels of the national qualification framework i) no qualifications, ii) qualified to level 2 or above, iii) qualified to level 3 or above iv) qualified to level 4 or above (new) Gross Disposable Household income per head (£) Percentage unemployed & percentage employed (16-64 years)

Objective	What we want to achieve	What we will do	Progress/Outputs	Impact/Satisfaction
	(desired outcome)	(high level actions)	 (milestones and measures) Percentage of school leavers not in education, employment or training Percentage of care experienced young people who have completed at least three months in education, training or employment 	(i females, ii males) (new)
		Support people who wish to start their own business through innovative means.	Number of pre-start and existing businesses assisted during the year by the local authority and its partners	Percentage of council expenditure spent in local supply chain through public sector contracts (new)
		Support the development of a modern, accessible, integrated and sustainable transport system through the development of a local transport plan with an onus on improving walking and cycling routes.	Milestone: Local Transport Plan supporting modal shift is produced (May 2024)	Percentage increase in active travel route usage (new)
		Maintain and improve key highways infrastructure including roads, pavements and bridges. To remove or amond (Thriving Place)	 Area for data development and any further measures developed to be added in future. 	

Indicators in the original framework proposed to remove or amend (Thriving Place)

- •Milestone: County wide digital technology that matches those who need to travel with those who have car spaces is developed (remove, re-focus on activities delivering the objectives)
- •Number of engagements with local businesses/employers (remove, not focused on outcomes, other measures already in the framework).
- •Percentage of local authority vehicle fleet which is ultra-low emission (moved to green place)
- •Number of rail passengers using Monmouthshire train stations (amended and moved to green place)
- •Motor vehicle traffic by local authority (miles) (remove, limited value to understand the impact of the Council's activity)

A Safe Place				
A Safe place to live where people have a home and community where they feel secure.	 Increased supply of good quality affordable housing. Reduced number of people becoming homeless. Communities in which everyone feels safe and respects each other. 	Adopt a Replacement Local Development Plan which requires that all development on the new sites identified are net zero carbon and include 33% social housing for rent and 17% shared ownership, ensuring that each strategic site is made integral to existing towns through Active Travel routes	 Milestone: Replacement Local Development Plan approved by Council (July 2025) Number of affordable homes granted planning permission in year Number of additional affordable homes delivered (new) 	 Median house prices compared to median workplace-based earnings Percentage of all homes in the county with an energy efficiency rating of 'C' or above
		Tackle homelessness through a holistic preventative approach which includes reducing B&B accommodation through developing the authority's property portfolio	 Milestone: The use of B&B accommodation is eliminated for households with children and young people (March 2027) Milestone: Rapid Rehousing Approach introduced (April 2023) 	 Average weekly rent for social housing in Monmouthshire Average time (months) homeless households spend in Band 1 with a homeless duty before moving on to settled/permanent accommodation

Objective	What we want to achieve	What we will do	Progress/Outputs	Impact/Satisfaction
	(desired outcome)	(high level actions)	(milestones and measures)	(measures)
			Percentage households	Percentage of social housing
			successfully prevented from	allocated to homeless households
			becoming homeless.	
			Number of 16- and 17-year-olds in	
			B&B accommodation	
			Number of families in B&B	
			accommodation	
			Number of homeless households in	
			bed and breakfast accommodation	
			Number of homeless households in	
			temporary accommodation	
		Strengthen our partnerships across all		Number of overall crimes recorded
		agencies, including schools, police, youth		(new)
		and social services, working together and		Number of recorded crimes i)
		focusing on crime prevention and anti-social behaviour.		sexual offences ii) public order
		Work with partners across Gwent to tackle		offences (available monthly) (new) • Rate of anti-social behaviour
		violence against women and girls, domestic		
		abuse and sexual violence.		incidents per 1,000 population
		ababb and belieur violence.		Percentage of residents who feel acts when sustained in their least area.
				safe when outside in their local area
				during the i) day ii) night (new,
				WLGA survey)
				Percentage of those referred to the
				youth offending service who
L. P. M. C.	 the original framework proposed to re			subsequently re-offend

Indicators in the original framework proposed to remove or amend (Safe Place)

- Number of rapes and sexual offences committed (replace, amended indicators proposed in the framework)
- Percentage of people feeling safe at home, walking in the local area, and when travelling (replace, with indicator drawn from new WLGA survey)
- Average carbon emissions per capita in Monmouthshire (tonnes) (moved to Green place)
 Rate of households unintentionally homeless and in priority need per 10 000 households (re

 Rate of hous 	eholds unintentionally homeless and i	n priority need per 10,000 households (remove,	retained a smaller number of focussed n	neasures on homelessness)
A Connected	Place			
A Connected place where people feel part of a community and are valued.	 High quality social care and community-based support which enables and empowers people to live their lives on their terms. Healthy and sustainable places and communities where the health inequalities that exist within and between communities have been reduced. A professional and passionate care workforce enabling sufficient provision across the whole social care sector. 	Maintain a range of services that support people in periods of vulnerability, from childhood to old age, allowing them to live independently.	 The percentage of packages of reablement completed during the year that reduced or mitigated the need for support / positive outcome from reablement Percentage of adult service users who are happy with the care and support they have had Percentage of hours of long-term domiciliary care fulfilled (new) Percentage of families reporting a positive outcome following a building stronger families team 	Percentage of children supported to remain living with their family (not including children looked after)

Objective	What we want to achieve (desired outcome)	What we will do (high level actions)	Progress/Outputs (milestones and measures)	Impact/Satisfaction (measures)
			intervention.	
		 Support people to access high quality and consistent advice which reduces dependency on statutory social services across their lifetime. 	Percentage of adult service users who have had the right information or advice when they needed it	Percentage of adult service users who feel part of their community (new)
		 Invest in the provision of high-quality, not for profit, foster care and residential placements for vulnerable children and young people. 	 Milestone: Development of a Placement Development Strategy (April 24) Percentage of placements of children who are looked after by the local authority made with in-house foster carers 	Percentage of children looked after supported to remain in Monmouthshire. (new)
		Develop a longer-term commissioning strategy to support a sustainable domiciliary care sector	Milestone: Approval of a commissioning strategy to support a sustainable domiciliary care sector (May 24)	
		 Work in partnership with all carers, paid and unpaid, to provide a range of services that are responsive to their needs. 		Number of carers and young carers supported by the carers team
		Enable a varied range of activities in safe environments, such as community hubs and leisure centres, that contribute to health and well-being.	 Percentage of young people engaged in the youth service Shift project who perceive an improvement in their mental health / emotional well-being (new) Number of schools, volunteers, local interest groups and partners involved in nature-based health and wellbeing projects and initiatives across the county (new) 	 Percentage of people who are lonely Percentage of adults with two or more healthy lifestyle behaviours Healthy life expectancy at birth (female) Healthy life expectancy at birth (male) Percentage of people who agree 'People in my local area get on well and help each other' (new)

Indicators in the original framework proposed to remove or amend (Connected Place)

- Milestone: Development of a Mental Health action plan
- Number of patients waiting for discharge from hospital for social care reasons (remove, management level indicator monitored regularly within social care & health)
- Number of job vacancies in social care workforce (remove, management level indicator monitored regularly within social care & health)
- Number of people attending: The Monmouthshire Games (remove, new measure proposed in Fair place to live objective)
- Number of people attending: Active Play (removed, new measure proposed in Fair place to live objective)
- Number of people attending: Food & Fun (remove, new measure proposed in Fair place to live objective)
- Number of new in-house foster carers recruited in the year (remove, management level indicator monitored regularly within social care & health)
- Percentage of child assessments completed within statutory timescales (remove, management level indicator monitored regularly within social care & health)
- Percentage of people satisfied with their ability to get to/ access the facilities and services they need (remove, new indicators proposed from WLGA survey)
- Percentage of people satisfied with local area as a place to live (moved to fair place to live)
- Life expectancy at birth (female) (moved to fair place to live)
- Life expectancy at birth (male) (moved to fair place to live)

Objective	What we want to achieve (desired outcome)	What we will do (high level actions)	Progress/Outputs (milestones and measures)	Impact/Satisfaction (measures)
A Learning Pla				
	 Improved school attendance and reduced levels of exclusion which remove barriers to learning for vulnerable pupils. Education provision meets the needs of a wide range of learners including vulnerable groups and those with additional learning needs. A modern school estate which enables good outcomes for teachers and pupils. 	Develop an inclusion strategy that recognises the challenges brought about by the pandemic and addresses them in a contemporary learner focused way.	 Milestone: Inclusion Strategy approved by Cabinet (November 24) Milestone: Attendance and Engagement Strategy updated to strengthen systems and processes to improve and sustain high levels of attendance in line with new Welsh Government Guidance. Percentage of schools engaged in professional learning related to Emotionally Based School Avoidance (EBSA); Trauma Informed Approaches; and Autism) (new) 	 Number and rate of permanent exclusions across primary and secondary schools Pupil attendance i) primary ii) secondary (all/eFSM) Rate of fixed term exclusions i) primary ii) secondary (existing, keep) (all/eFSM)
		Maintain a continual focus on excellent teaching and learning within the new curriculum seeking excellence for all pupils. Provide enhanced learning opportunities and evidence-based interventions to ensure that vulnerable pupils are able to achieve their full potential.	 Milestone: Additional Learning Provision (ALP) meets the needs of vulnerable learners in the county and is of good quality. Milestone: Quality Assurance of Additional Learning Provision across the county via school's finance forms and provision pyramids is completed. Milestone: Additional Learning Need Coordinators and Specialist Resource Base Leads are engaged in quality assurance processes around the consistency and impact of Additional Learning Need provision through Additional Learning Provision forum and cluster / Specialist Provision and Outreach Team Number of young people supported by Inspire (in school support/outreach support/post 16 support) to achieve an additional qualification and / or achieve a life skill (new) 	Capped 9 Point Score (females/males/eFSM) (new)

one: A new carbon neutral, 3-nool is opened in avenny (phase 1 April 25)	(measures) • Percentage of adults with qualifications at different levels of the national qualification framework i) no qualifications, ii) qualified to level 2 or above, iii) qualified to level 3 or above iv) qualified to level 4 or above
ers on community education es including Coleg Gwent hise courses one: A new carbon neutral, 3-nool is opened in avenny (phase 1 April 25,	qualifications at different levels of the national qualification framework i) no qualifications, ii) qualified to level 2 or above, iii) qualified to level 3 or above iv) qualified to level 4 or
nool is opened in avenny (phase 1 April 25,	
e 2 April 26)	
one: A strategic review of all catchments is completed ecommendations are made to et ones: Deliver a new non-ained nursery in Trellech, S106 funding to improve the tructure at Castle Park and ishop Rowan Williams schools aprove and develop the ags used to accommodate the Referral Service. (Trellech 25, ARW Jan 27) one: A new Welsh-medium and provision is opened in a nouth (Sept 2025) one: A newly refurbished and (Opened and refurbished 2025) or Reception learners in a medium schools (new) or children transitioning a Welsh language primary	Percentage of learners studying for an assessed qualification in Welsh as a subject (new)
	one: A new Welsh-medium ng provision is opened in touth (Sept 2025) one: A newly refurbished n-medium primary school is ed (Opened and refurbished 2025) er of Reception learners in medium schools (new) er of children transitioning

- Indicators in the original framework proposed to remove or amend (Learning Place)

 Milestone: Range of courses available to reflect the needs and interests for 14-19-year olds (removed, to be assessed through self-assessment)
- Milestone: Progress of vulnerable learners is good (removed, replaced by Capped 9-point score cap (efsm))

Scroll down for appendix 2 (Target Updates)

APPENDIX 2

Community and Corporate Plan - Target Updates

This appendix only contains the indicators that targets have been set for. These are those which the council can have a direct and measurable effect on. Measures that we track because they will inform the assessment of progress against longer-term outcomes will be made available, but do not have associated local authority targets.

Measure	22/23 data	23/24 data	23/24 target	24/25 proposed target	26/27 proposed target
A Fair Place to Live					
Percentage of people who volunteer	32 (19/20 data)	39 (22/23 latest data)	40	40	40
Number of local employers who make the disability confident employer pledge	46 (Oct 23)	59 (June 24)	50	70	80
Percentage of the population that can speak Welsh	16.6	19.7	16.9	18	18
Percentage of pupils choosing to receive universal free school meals	New measure	75 (April 24)	New measure	77	New measure 80
Percentage of people participating in sporting activities three or more times a week	42 (21/22)	43 (22/23 latest data)	New measure	45	New measure 47
Number of attendances at MonLife run free or low- cost play provision for children	New measure	New measure	New measure	10,000	New measure 10,000 per year
i) The financial saving ii) Carbon saving from items borrowed through Benthyg Library of Things	New measure	New measure Since opening, there has been a financial saving of £18.9k and a carbon saving of 9,755kg	New measure	i) £20,000 community costs saved ii) 10,000kg CO2 saved,	New measure i) £20,000 community costs saved ii) 10,000kg CO2 saved,
A Green Place to Live					
Carbon emissions (kgCO2e) from the Council's assets and operations	48,576 (21/22)	44,248 (22/23 latest data)	40,500	36,000	30,000
Capacity (MW) of renewable energy equipment installed on MCC estate	6.224 (21/22)	6.598 (22/23 latest data)	6.640	6.7	6.75
Amount (kwh) of renewable energy generated from Council installations	4,783,567kwh	4,783,567(kwh) (22/23 (latest data)	New measure	4,857,500	New measure 4,893,750
Percentage of our local authority fleet which is ultra- low emission	8.4	10.2	9	12	36
Percentage of municipal waste sent for recycling, reuse or composting	70	71.7	70	72	72
Number of active travel routes created or enhanced	17	20	18	14	18
A Thriving and Ambitious Place					
Number of NEET young people supported into employment	New measure	21	New measure	25	New measure 30
Number of working age population supported into employment by the local authority	142	115	90	60	100
Percentage of school leavers not in education, employment or training	1.8	1.8	1.6	1.5	1
Number of pre-starts and existing businesses assisted during the year by the local authority and its partners	55	165	160	180	80
Percentage of care experienced young people who	Newly adjusted measure	52.5	Newly adjusted measure	60	Newly adjusted measure

Measure	22/23 data	23/24 data	23/24 target	24/25 proposed target	26/27 proposed target
have completed at least three months in education, training or employment					75
Number of schools who reported that MonLife Heritage Learning has had a positive impact on teaching and learning in their school	New measure	10	New measure	10	New measure 10
Total number of visitors to our heritage & culture sites	New measure	194,700	New measure	198,000	New measure 200,000
A Safe Place to Live					·
Number of affordable homes granted planning permission in year	50	46	Cumulative target	50	Cumulative target of 800 by 26/27
Number of additional affordable homes delivered	48	70	New measure	60	New measure to be set in line with RLDP
Percentage of households who are successfully prevented from becoming homeless	50	71	55	70	70
Number of 16- and 17-year-olds in B&B accommodation	0	0	0	0	0
Number of families in B&B accommodation	New measure	New measure	New measure	New Measure	0
Number of homeless households in bed and breakfast accommodation	92	46	75	40	25
Number of homeless households in temporary accommodation	117	161	176	150	146
A Connected Place Where People Care					
Percentage of adult service users who are happy with the care and support they have had	83.5	83.1	New measure	90	New measure 90
The percentage of packages of reablement completed during the year that mitigated the need for support / positive outcome from reablement	57.1	55.3	60	60	65
Percentage of young people engaged in the youth service Shift project who perceive an improvement in their mental health / emotional well-being	85	84	New measure	85	New measure 85
Percentage of placements of children who are looked after by the local authority made with inhouse foster carers	37.7	36.5	42.9	43	45
Percentage of families reporting a positive outcome following a building stronger families team intervention	87.5	100	88.1	90	90
Percentage of hours of long-term domiciliary care required that is fulfilled	New measure	96.5% (March 24)	New measure	New Measure 96	New measure 97
Percentage of adult service users who have had the right information or advice when they needed it		77.6	77.5	80	85
Number of schools, volunteers, local interest groups and partners involved in nature-based health and	New measure	New measure	New measure	30	30
wellbeing projects and initiatives across the county A Learning Place					
Pupil attendance i) primary ii) secondary (all/eFSM)	i) 91.8 (88.1) ii) 92.9 (89.3)	i) 92.9 (89.3) ii) 87.7 (78.7)	i) 94.6 (92.6) ii) 91.2 (82.4)	i) 94.6 (92.6) ii) 91.2 (82.4)	94 (fsm cohort to be within 2%)
	(2021/22 academic year)	(2022/23 academic year)	(Targets for 2023/24 academic year)		
Number of young people supported by Inspire (in school support/outreach support/post 16 support) to	New measure	New measure	New measure	133	133 (subject to funding)

Measure	22/23 data	23/24 data	23/24 target	24/25 proposed target	26/27 proposed target
achieve an additional qualification and / or achieve a life skill					
Percentage of schools engaged in professional learning related to Emotionally Based School Avoidance (EBSA); Trauma Informed Approaches; and Autism	New measure	New measure	New measure	100%	100%
Number of Reception learners in Welsh medium		48	New measure	New Measure	New measure
schools		(22/23 latest data)	69	85	110
Number of children transitioning from a Welsh		27	New measure	New Measure	New measure
language primary school to a Welsh language secondary school		(22/23 latest data)	41	46	30
Total number of enrolments by adult learners on community education courses including Coleg Gwent franchise courses	560	937	718	876	1,192