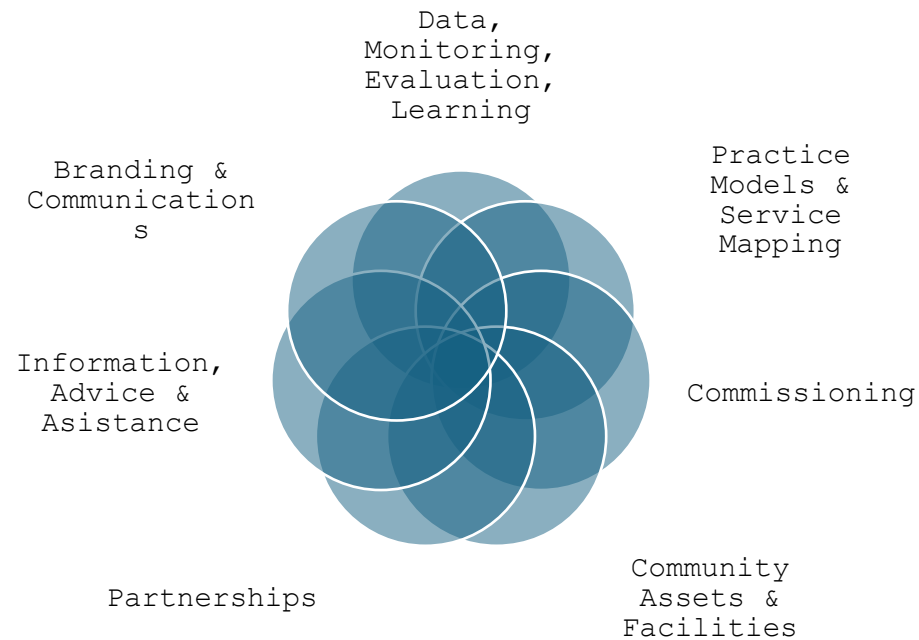


# LIVING WELL MONMOUTHSHIRE - Implementation Plan

The implementation plan underpins the strategy from an action perspective. It is an initial plan that will evolve and develop over time as actions progress. This plan is designed to articulate our goals and the reasons behind our new approach to partners and stakeholders both within and external to the council.

We have identified these initial workstreams to support the development of a range of actions that are achievable, have the potential to impact positively on both individuals and communities, deepen understanding and provide foundations

which have the potential to support the strategy over time. These workstreams are interconnected and will progress in parallel. As the project develops, the workstreams will be refined iteratively.



An initial cross-directorate working group has been established. This group will adopt a programme approach with appropriate governance to maintain a common understanding of our purpose, ensuring coherence and a joined-up, action approach.

<b>Workstream: Data, Monitoring, Evaluation, Learning</b>			
<b>Description:</b>	Using data and evidence to inform the allocation and prioritisation of resources is a critical component of the strategy, particularly considering limited resources and rising demand. A deeper understanding of our communities and population should help guide where we focus our energy and attention, and who we seek to engage with. Assessing the effectiveness of the strategy is essential to ensure resources are utilised efficiently. Ongoing evaluation further enables adaptation to evolving circumstances and will help maintain the long-term value and impact of initiatives.		
<b>What we want to achieve (outcome focused)</b>	<b>What actions we will take</b>	<b>How we will measure progress (inc milestones)</b>	<b>Who is the lead person</b>
To use data and evidence provided by the Council and its partners to ensure that resources are targeted appropriately to support wellbeing and address inequality across the County.	<p>Complete a review of existing population evidence, data and analysis to inform initial planning and targeting in the strategy.</p> <p>Work with the Council's data collaboration and partners to develop a more detailed understanding of our communities, including at lower geographies and population levels, focused on the Marmot principle to strengthen the role of ill health prevention.</p>	Dashboard developed to provide data to inform the ongoing development of the strategy (April 2026)	Richard Jones, Performance & Data Insight Manager
To regularly assess progress and evaluate the impact being achieved to guide the efficient use of resources	Develop a measurement framework to evaluate progress and people / population outcomes of the strategy.	Annual performance review of the strategy completed (Sept 2026)	

to support wellbeing and address inequality.	To further develop the measures in the measurement framework to ensure they focus on the outcomes our actions are targeted on.		
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<b>Workstream:</b>		<b>PRACTICE</b>		
<b>Description:</b>		To maintain a consistent focus on wellbeing we need a shared definition and understanding of good practice and its application across various services and teams within the Council. We want front-facing practitioners to feel confident in discussing what matters with individuals recognizing both individual strengths and barriers to accessing support. Our aim is to facilitate and enable, rather than simply provide. This person-centred approach is already embedded in many parts of the council - the strategy aims for this to be the guiding principle for all initial points of contact. We want practice to be informed by other councils and partners who share our ambitions, enabling us to benefit from and contribute to on-going practice development, research, and evaluation.		
<b>What we want to achieve (outcome focused)</b>	<b>What actions we will take</b>	<b>How we will measure progress (inc milestones)</b>	<b>Who is the lead person</b>	
Develop consistent practice approach across directorates & skill development so that there is a clear focus on wellbeing and person-centered practice across the council.	<p>Define and share the Council's (strengths-based) practice model</p> <p>Undertake deep dive of specific services / teams.</p> <p>Create a 'best practice' exercise that enables frontline staff to reflect upon what best practice means for their service area and how well they achieve this.</p> <p>Identify and share examples of good practice across directorates</p> <p>Report on and consider the actions required to support practice / service development i.e training</p>	<p>A shared practice model is in place across the council (Oct 2025)</p> <p>Learning opportunities which are focused on practice development and the aims of this strategy are in place (Jan 2026)</p>	<p>Nicki Needle, IWN Lead</p> <p>Ashley Morgan, Wellbeing Early Intervention &amp; Prevention Lead</p>	

	needs, changes to recruitment, service delivery transformation or use of resources.		
Research, review and share good practice being undertaken by us and by other public bodies in Wales, the UK and internationally so that this informs and provides an evidence base for our work.	Use established national bodies (e.g. FGs commissioner, Older Persons Commissioner) to build learning about other council wide, strategic approaches.		

Workstream		Service Mapping		
Description		We need to ensure services are aligned to the aims of the strategy. What services are provided is equally important as how they are offered, including the degree to which resources are targeted towards addressing vulnerability either at a community or individual level. To ensure the optimal alignment we need to have a good understanding of the current service and practice landscape. We have already completed much of the groundwork for this, so are now able to focus on the outcomes that are being achieved and any adjustments that may be required to ensure our resources align to the Living Well strategy.		
What we want to achieve		What actions we will take	How we will measure progress (milestones)	Lead
Review current mapping and conduct a gap analysis of wellbeing services currently delivered by MCC, through grant and core funding.		Build on the existing mapping of wellbeing support services across the authority to identify the extent to which resources are targeting towards vulnerable individuals and cohorts.	A working map of wellbeing services and support across the authority which can highlight gaps in current service delivery and guide decision making (DEC 2025)	Sharran Lloyd, Community & Partner Development Manager
Analyse and identify how services could be tailored to support better wellbeing outcomes for people and reduce inequality		Build shared understanding of people / service outcomes currently being achieved.	A first draft of an 'as is' 'to be' pathway (FEB 2025)	
		Cross reference mapped services against population data and needs assessments to identify gaps that exist in current service delivery.		

	Determine the service landscape required to best meet the aims of the Living Well strategy, together with the resources required.		
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Workstream	Commissioning			
Description	We want to implement a commissioning framework that fosters collaboration in order to enhance community-based services. Our goal is to ensure these services are accessible, inclusive, and adaptable to the needs of individuals and communities. By working closely with our commissioned partners, we seek to build a shared understanding of community strengths and needs, focusing on promoting inclusivity and addressing inequities. We recognize that a robust and vibrant network of community-based support services is crucial for resilient communities, health, and wellbeing. Our objective is to support sustainable community-based services, maximize volunteering opportunities, and achieve the best outcomes for people.			
What we want to achieve	What actions we will take	How we will measure progress (milestones)	Lead	
A full understanding of what community-based support is available, both formal and informal.  Formulate a comprehensive approach to commissioning preventative and early intervention initiatives throughout the council, aligned with findings from the service mapping gap analysis	<u>Phase 1 actions:</u> Ensuring equity is considered as part of the SLA/MOU/Contracts we give out as MCC.  For Cabinet to consider a policy position for awarding contracts/funding, where equity of delivery is demonstrated (third party contracts)  Aligning commissioning intentions with the gaps analysis to ensure we are using funding effectively in	Cabinet adopts a policy position prioritizing equity in third-party awards  Equity clauses are embedded in all MCC contracts and funding agreements  Commissioning decisions aligned with the gaps analysis  Legacy funding reviewed and reallocated based on presenting needs	Sharran Lloyd, Community & Partner Development Manager	

	<p>areas of most need, and we avoid roll-over legacy funding</p> <p>Clearly articulate our expectations for organisations, specifically using a strengths-based and equity-focused approach</p> <p><u>Phase 2 actions:</u> Respond to population support needs and gaps, with a clear understanding of finances/resources available</p> <p>Develop co-production approaches to address identified population needs, and, when appropriate, include individuals in the process of defining those needs</p>	<p>Expectations for strengths-based, equity-focused delivery developed</p> <p>Co-production approaches developed for priority areas</p> <p>Individuals with lived experience engaged in defining needs</p> <p>Needs identified and available resources prioritised</p>	
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Workstream	COMMUNITY ASSETS & FACILITIES			
<b>Description</b>	To support the Living Well Strategy people and communities need vibrant and inclusive places where they can meet and access support. The County already has many such community spaces, but some areas are better served than others and accessibility can be problematic. We want to ensure that community spaces actively support the aims of the Living Well strategy with a sense of collaboration and partnership around shared goals and achieving best outcomes for people.			
What we want to achieve	What actions we will take	How we will measure progress (milestones)	Lead	
<p>Create a thorough overview of all known community hubs/venues across the county</p> <p>Work collaboratively to ensure that there is a vibrant mix of accessible community facilities and venues across the county to support the aims of the Living Well strategy</p>	<p>Mapping venues to create a visual map illustrating geographical placement of identified community venues and how they support wellbeing and the outcomes that are achieved.</p> <p>Survey front line practitioners to gain an understanding of their knowledge and potential gaps from their perspective.</p> <p>Set up small collaborative working group comprising of LA officers, Vol Sector officers and community members to help define</p>	<p>Agreed criteria for 'What makes a great community hub/venue' (SEPT 2025)</p> <p>Complete first phase assessment surveys re 'Venues of excellence' and conclude findings (SEPT 2025)</p> <p>An initial map of wellbeing venues that can help to inform understanding and next step actions aligned to the strategy (JAN 2026)</p>	Ash Morgan; Wellbeing Early Intervention & Prevention Lead.	

	<p>'What makes a great community hub/venue?</p> <p>Champion those who excel and support those who wish to improve through training and signposting to grant funding programmes (possibly RIF Capital funding programme to support phase 2)</p> <p>Identify a pilot (town or population cohort) to survey venues in detail and create draft 'as is' 'to be' pathway.</p>		
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Workstream		Partnerships		
<b>Description</b>		Successful implementation of the Living Well Strategy hinges on extensive partnership working. Key partners include 3 <sup>rd</sup> sector and voluntary organisation; other Local Authorities and Health. Fortunately, some of our key partners are already leading the way in placing an increasing emphasis on community-based wellbeing and preventative approaches to maintaining healthier lifestyles. Of particular relevance, is ABuHB's strategic ambition to implement Place Based Care. Locally designed services, risk stratification and targeted prevention based on deepened knowledge of community needs are fundamental to the tenets of Place Based Care. Achieving good outcomes for people will be further enhanced by ensuring maximum alignment between partnership plans and the council's Living Well strategy.		
<b>What we want to achieve</b>		<b>What actions we will take</b>	<b>How we will measure progress (milestones)</b>	<b>Lead</b>
A wellbeing coalition where ethos, objectives and activities align operationally and strategically between MCC and key partner agencies / organisations		Use the Integrated Services Partnership Board (ISPB) to: <ul style="list-style-type: none"> <li>• Establish shared commitments</li> <li>• Clarify roles and responsibilities</li> <li>• Mobilise resources into preventative, wellbeing activity</li> </ul> Develop shared priorities with Public Health, Primary & Community Care, the Age Friendly Partnership and the 3 <sup>rd</sup> sector in the	An established implementation plan for Place Based Care (Nov 2025)  Shared outcome / performance targets regarding specific population measures (Nov 2025)	Jane Rodgers; Director Social Care

	<p>implementation of Place Based Care</p> <p>Share and jointly analyse population data to inform actions and priorities</p> <p>Develop shared 'strengths-based' practice approaches with partner agencies particularly with regard to people with more complex needs</p>		
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Workstream	Access to information, advice and assistance			
Description	Being able to access helpful information when you need it, in a range of different ways underpins people’s ability to get the right support for them at an early point. We know that this is not always available and can be hard to maintain. We want to be able to overcome some of the real barriers people face when accessing information and early help support recognising that some people need additional (bespoke) support to access the community doing things they enjoy and making social connections.			
What we want to achieve	What actions we will take	How we will measure progress (milestones)	Lead	
<p>Accessible information that helps people achieve good wellbeing outcomes.</p> <p>A good understanding of community-based support that is available. Services that are in place so that barriers to accessing support can be overcome through individual approaches were required.</p>	<p>Gain insight from systems (MCC Webpages, Helpdesk and MCC Hub systems and FLO) and key people around what information is commonly requested.</p> <p>Identify people and organisations who provide a ‘first contact’ / IAA function and create a community of interest for this group</p> <p>Evaluate the impact of ‘community conversations’</p> <p>Use this to inform community strengths and identify gaps in provision</p>	<p>IAA workers in place within adult social care (Dec 2025)</p> <p>An initial evaluation of ‘community conversations’ to help inform further development (Feb 2025)</p> <p>Increase community capacity builders / links workers. (Sept 2026)</p> <p>A sustainable way of sharing up to date information about services and community wellbeing. (Sept 2026)</p>	<p>Nicki Needle, IWN Lead</p> <p>Ashley Morgan, Wellbeing Early Intervention &amp; Prevention Lead</p>	

	<p>(e.g. related to specific support services or around community links or community capacity builders).</p> <p>Look into how digital innovation might support access to up-to-date wellbeing information for practitioners and residents.</p>		
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Workstream	Branding & Communications		
<b>Description</b>	Being able to succinctly capture the purpose and key messages of the Living Well strategy will support communications and engagement with residents. A clear 'brand' identity and effective communications can encourage the strategy to take root in the DNA of the council and its partners. Reporting on progress will help keep the aims of the strategy at the forefront of people's minds and motivate people to get on board		
What we want to achieve	What actions we will take	How we will measure progress (milestones)	Lead
A clear and memorable brand and identity for the Strategy with an agreed approach to communications so that people both inside and outside of the council are clear about our objectives and desired outcomes.	Undertake a stake holder analysis  Create communication products	A coherent and agreed logo, strap line and key messages is in place (Oct 2025)	Paul Sullivan; Head of Customer, Communication and Engagement