

**SUBJECT: A Whole Authority Preventative Strategy for Supporting Resilient, Healthier Communities**

**MEETING: Cabinet**

**DATE: 15<sup>th</sup> October 2025**

**DIVISION/WARDS AFFECTED: All**

**1. PURPOSE:**

To develop a preventative strategy, for adoption across the whole authority, aimed at supporting resilient, healthier communities.

**2. RECOMMENDATIONS:**

For Cabinet to endorse the strategy 'Living Well Monmouthshire'.

For Cabinet to task officers with implementing the strategy and establishing a programme board to oversee delivery.

**3. KEY ISSUES:**

3.1 The strategy is intended to support the delivery of the Council's Community and Corporate Plan with specific emphasis on:

- A Fair Place, where the effects of inequality and poverty have been reduced; and
- A Connected Place, where people feel part of a community and valued.

3.2 The overall aim of the strategy is that, *"Residents, especially our more vulnerable and deprived residents, are enabled to live healthier and independently for longer – boosting their wellbeing as well as delaying or reducing their call on statutory services."*

3.3 The strategy is building on well-established foundations including:

- The council has strong relationships with key partners including health brought together under the Integrated Services Partnership Board;
- Many parts of the council have developed multi-agency approaches to working preventatively with people;
- Key services, such as Adult Social Care are undertaking programmes of work aligned with the strategy such as the reablement pathway and the provision of information and advice;
- The Integrated Wellbeing Network\* is well established in the Local Authority linking with many community-based support organisations;
- There is a strong focus within the Local Authority of keeping physically active, engaging with nature and building peer support;
- The council is seeking to develop data analytics to better understand population needs.

3.4 The introduction of the Living Well strategy is well-timed from a policy perspective and aligns with the Welsh Government ambition to become a Marmot nation. The Future Generations Commission Report (2025) states,

*“The Health and Well-being mission is to transform how public bodies in Wales keep people healthy, shifting the focus towards prevention and long-term well-being”.*

In similar vein, Investing in a Healthier Wales – Prioritising Prevention (Public Health Wales, 2025) states,

*“Despite the fragility of public sector finances, now is the time to prioritise investment in people’s health and well-being. Such investment can reverse the decline in the nation’s health, address the root causes of health inequalities and enable the people of Wales to live longer, healthier and happier lives.”*

3.5 In the first instance, the strategy intends to focus on supporting adults who are near to or needing statutory support, with particular attention to those individuals or communities who are the most vulnerable or at risk of ill-health due to social and environmental factors.

3.6 The potential for widening the scope of the strategy to include prevention from a ‘whole-life-course’ perspective was considered but not taken forward at this stage. The decision to maintain a narrower scope in the first instance was based on the following reasons:

- There are other fora currently being developed to ensure all children receive the ‘best start in life’, which would risk duplication of effort;
- Broadening implementation at this point would risk diluting the attention/effort that needs to be brought to bear on ensuring a coordinated preventative approach to adults;
- Starting with a narrower focus provides an opportunity to develop learning before potentially widening out to include other population groups.

3.7 Nevertheless, it is understood that working with communities to reduce inequalities and promote good health and wellbeing outcomes is a long-term objective. This strategy is intended to be viewed as another *step in the right direction* in ensuring a whole life approach.

3.8 Implementation of the strategy will depend on three core working principles: -alignment, targeting and collaboration. The strategy will be delivered via interconnected workstreams taken forward concurrently with an iterative approach to learning and review as the work evolves. Within each workstream, there is an expectation to facilitate and promote the active involvement of others including residents, colleagues, partners, volunteers and organisations involved in community-based support.

3.9 The initial workstreams, which are detailed in appendix 2, illustrate some of the tasks and activities that will be undertaken. The workstreams include:

- Data and Evaluation
- Practice models and service mapping
- Commissioning and the use of community assets
- Partnerships
- The provision of information and advice
- Communications

3.10 For residents, key outcomes that we are seeking include:

- Increase in overall healthy life expectancy;
- People are enabled to live well and independently, preventing and delaying the need for statutory services;
- People are more physically and mentally active, and their overall wellbeing is improved;
- People have easy access to specific information and advice relevant to their health and wellbeing;
- People have access to individualised community-based support to help them improve their long-term wellbeing;
- People have more (social) interactions and more opportunities to volunteer;
- People are shaping how community wellbeing services are designed and implemented.

3.11 It is proposed that implementation would be driven through a cross-directorate working group overseen via a joint programme board.

#### **4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):**

4.1 The Living Well strategy seeks to reduce health inequalities and improve quality of life and wellbeing across communities in the County, ensuring that those who need it the most have access to community-based support. Working to support good wellbeing outcomes for people is central objective, particularly those with protected characteristics including age and disability.

4.2 The strategy is fundamentally aligned to the Wellbeing of Future Generations Act through promoting a stronger long-term focus on prevention, early intervention, collaboration, and community involvement. The strategy actively seeks to ensure that people have the opportunity to fulfil their potential, no matter what their background or circumstance. The strategy seeks to ensure that the council establishes and reinforces collaborative ways of working that will promote people's physical and mental well-being, and over the long-term will help build communities that are resilient and well-connected.

#### **5. OPTIONS APPRAISAL**

	<b>Benefits</b>	<b>Dis-benefits</b>
<b>Adopt a whole authority preventative strategy.</b>  <b>RECOMMENDED</b>	Adopting a strategy will provide a coherent approach to addressing inequalities and supporting positive wellbeing outcomes across communities.  The strategy will support people to live well and independently for longer, reducing or delaying the need for more intensive services.	Adopting a strategy will have a resource implication in respect of workforce time.  Service and practice models may need to be realigned.

	<p>The strategy will offer the council a framework to communicate with residents and partners about promoting positive wellbeing in Monmouthshire.</p> <p>The strategy will support the delivery of the Community &amp; Corporate plan and take the council forward in becoming a resident-centred organisation.</p>	
<p><b>Do not adopt a whole council strategy</b></p> <p><b>NOT RECOMMENDED</b></p>	<p>Not adopting a policy would mean that business carries on as usual, minimising any impact on existing services.</p> <p>Services / resources would not be required to realign or adapt in order to meet the objectives of the strategy.</p> <p>Cross-directorate working and implementing governance / oversight arrangements can present challenges and take time. These challenges would be avoided through maintaining a business as usual approach.</p>	<p>Problems are not addressed and there is less opportunity to intervene in a coordinated way to address inequalities in health and wellbeing outcomes.</p> <p>Given the wider regional and national policy context, Monmouthshire's unique perspective and contribution to this area of work would risk getting lost.</p> <p>Opportunity to maximise resources, including existing or new grants, might be lost.</p>

## 6. EVALUATION CRITERIA

6.1 The development of a transparent performance and evaluation framework has been identified as a key workstream. The framework needs to balance ambition and realism and contain clearly articulated objectives. The lived experience of people will be central alongside a range of different measures and milestones to help track whether planned actions are being implemented. Measures will include qualitative and quantitative population indicators incorporating the use of social stories. Where possible measures will align to existing performance evaluations.

## 7. REASONS:

7.1 .The Living Well strategy has been developed in response to a number of people and organisational drivers. Monmouthshire faces significant health and social challenges driven by an aging population, health inequalities, and socio-economic disparities. There is an aging population – more than a third of our residents are aged over 65 and this proportion is predicted to increase significantly in the coming years.

7.2 Life expectancy and healthy life expectancy in Monmouthshire is higher than the average in Wales, however, people living in more deprived areas have a shorter healthy life expectancy and experience the negative effects of aging sooner compared to those in the least deprived areas.

7.3 From a service perspective, the changes in population needs are resulting in greater numbers of people needing formal care and support. The increasing complexity of people's needs requires higher-cost support placing increased cost pressure on council budgets. These pressures are not solely felt by social services, but occur also within a range of other support areas such as housing and homelessness, community safety, debt advice and public protection.

7.4 With money tied up in acute provision, it is challenging to use the resources for preventative work. There is a pressing need to find new ways of working to address these service pressures and help increase financial sustainability across the Council. The strategy represents an opportunity to address these challenges proactively by working in partnership to tackle the underlying issues affecting people's health and wellbeing, and through the provision of effective, coordinated and targeted community based-support.

## **8. RESOURCE IMPLICATIONS:**

8.1 The cost of the implementing the Living Well Strategy has not been assessed yet. This is not considered to be an inhibitor at this point, as some early activity can be delivered within existing resources. As the programme develops, we will identify needs for additional funds or the potential for reallocation of existing resources.

8.2 There are some initial steps that could be undertaken to better understand and mitigate the financial risks and issues associated with the strategy, as well as a number of mechanisms which could be utilised to secure future additional resources. These are detailed within the draft strategy and include: -a more streamlined approach to grant utilisation; realignment of current resources; increased understanding of returns on investment to support the development of viable business cases and joint bids for additional grants.

## **9. CONSULTEES:**

Members Seminar, June 2025

Cabinet Member for Social Care, Safeguarding and Accessible Health Services

Cabinet Member for Equalities & Engagement

Cabinet Members

Senior Leadership Team

The draft strategy was presented to People Scrutiny on 30<sup>th</sup> September 2025. Several points were discussed including the approach to implementation regarding community assets and facilities; collaborative engagement with communities and individuals and engagement with partners. A question was raised about why the strategy does not incorporate children given that working preventatively to reduce inequalities and improve outcomes needs to start early. The report has been updated at 3.6 and 3.7 to provide the context and reasons behind the choice to focus initially on adults. A discussion ensued regarding the important role of Town and Community Councils in promoting positive wellbeing and social connection for vulnerable adults. The implementation plan (under partnerships) has been amended to reflect this.

**10. BACKGROUND PAPERS:**

Appendix 1 draft strategy

Appendix 2 initial implementation plan

**11. AUTHOR:**

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## Is my report exempt?

In some instances it may be necessary to submit a report to a committee but withhold the whole report, or part of that report, due to the sensitive nature of information contained within it.

There are specific circumstances in which a report may be considered exempt which are set in legislation. When writing your report bear in mind the following circumstances to consider whether your report should be exempt;

*Local Government Act, Schedule 12A, Part 4;*

12. Information relating to a particular individual
13. Information which is likely to reveal the identity of an individual
14. Information relating to the financial or business affairs of any particular person (including the authority holding that information)
15. Information relating to any consultation or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
16. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
17. Information which reveals that the authority proposes –
  - a. To give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
  - b. To make an order or direction under any enactment
18. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

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If your report is to be exempt you should let Democratic Services know as soon as possible if you have not already done so when adding the item to the forward plan of the relevant committee.

When submitting your report to Democratic Services for publication with the agenda you must also include an exemption certificate which give details as to why the report is exempt and not for publication. This certificate will be publicly available with the agenda in place of the report so the reasoning for the exemption should be made clear on this form. The exemption certificate is available overleaf.

Further information on definitions and exemptions is available within the Local Government Act at the following link; <http://www.legislation.gov.uk/ukpga/1972/70/schedule/12A>

## SCHEDULE 12A LOCAL GOVERNMENT ACT 1972 EXEMPTION FROM DISCLOSURE OF DOCUMENTS

**Meeting and Date of Meeting:** Insert date and meeting

**Report:** Insert report title

**Author:** Insert author

I have considered grounds for exemption of information contained in the background paper for the report referred to above and make the following recommendation to the Proper Officer:-

**Exemptions applying to the report:**

[Enter the section and reason of the exemption, as defined by the Local Government Act set out above e.g – This report will be exempt under paragraph 12 of Schedule 12A – Information relating to a particular individual]

**Factors in favour of disclosure:**

Openness & transparency in matters concerned with the public

**Prejudice which would result if the information were disclosed:**

[Give a brief indication of what information would be disclosed and the impact of its disclosure]

**My view on the public interest test is as follows:**

Factors in favour of disclosure are outweighed by those against.

**Recommended decision on exemption from disclosure:**

Maintain exemption from publication in relation to report

Date: Insert date

Signed: Signed by report author

Post: Insert post

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I accept/I do not accept the recommendation made above

Signed: [Signed by Chief Officer / Head of Service / Chief Executive]

Date: Insert Date