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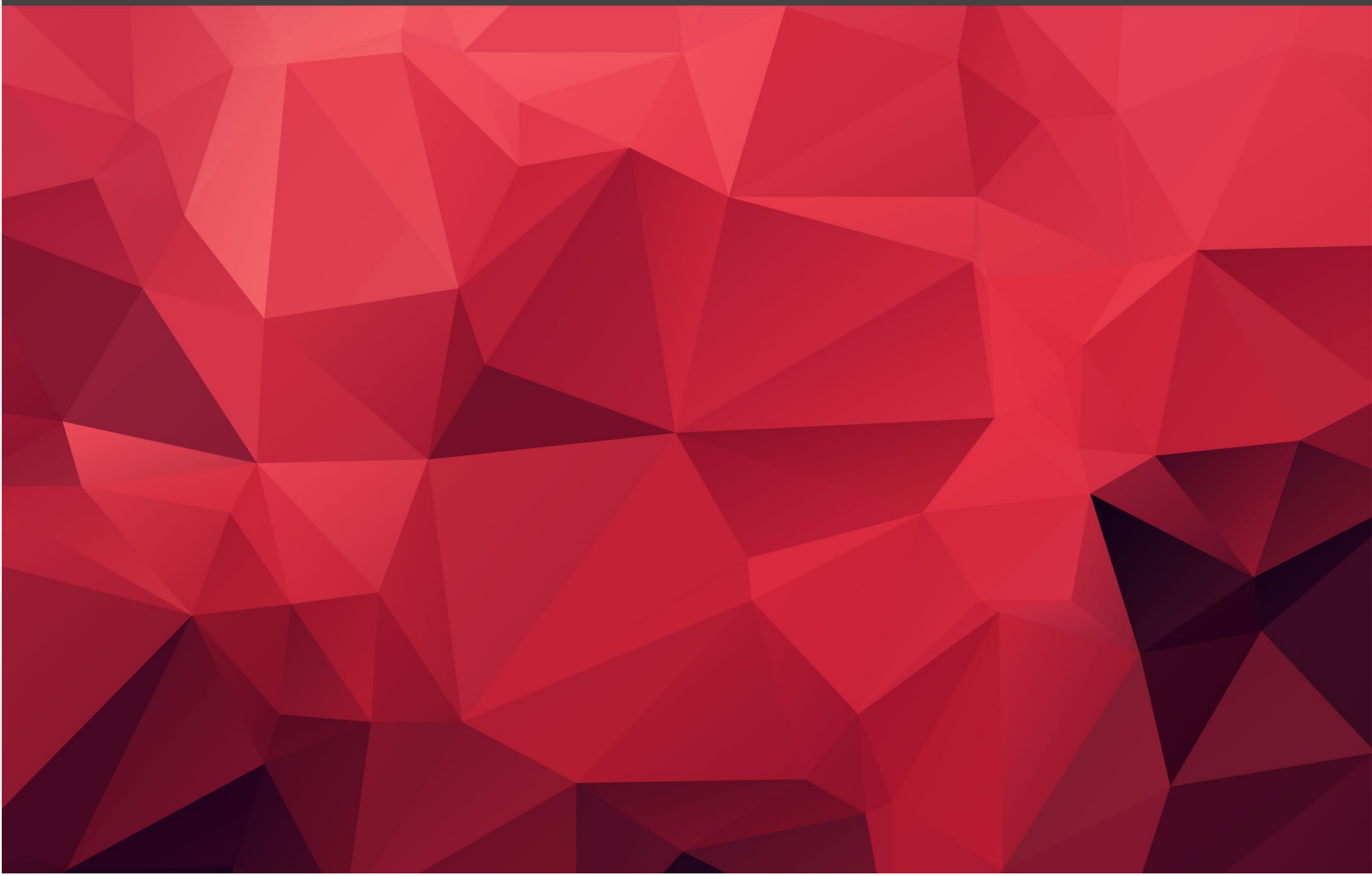
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Auditor General for Wales

Well-being of Future Generations: An examination of the Active Bridgend plan – **Bridgend County Borough Council**

Audit year: 2019-20

Date issued: February 2020

Document reference: 1732A2020-21



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The team who delivered the work comprised Katherine Simmons, Samantha Clements and Sara-Jane Byrne under the direction of Huw Rees.

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Summary report

Summary

Why we undertook the Examination

- 1 In accordance with the Well-being of Future Generations (Wales) Act 2015 (the Act) the Auditor General for Wales (the Auditor General) is statutorily required to examine public bodies to assess the extent to which they have acted in accordance with the sustainable development principle when:
 - a. setting their well-being objectives; and
 - b. taking steps to meet them.
- 2 The Act defines the sustainable development principle as acting in a manner: ‘...which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs’.
- 3 The Auditor General must provide a report on his examinations to the National Assembly for Wales at least a year before each Assembly election. The first such report must be published by 2020, before the 2021 Assembly election.
- 4 The Auditor General has undertaken examinations across the 44 bodies covered by the Act to inform his report to the National Assembly during 2018-19 and 2019-20.
- 5 The findings in this report are based on fieldwork that we undertook during the period July 2019 to August 2019.
- 6 This report sets out our findings from our examination of the Council’s delivery of its key programme to support community led initiatives through the Active Bridgend plan, a step the Council is taking to meet its Well-being Objectives.
- 7 It also sets out the Council’s initial response to our findings.

What we examined

- 8 We examined the extent to which the Council is acting in accordance with the sustainable development principle in delivering its key programme to support community led initiatives through the Active Bridgend plan.
- 9 In order to act in accordance with the sustainable development principle public bodies must take account of the following ‘ways of working’:

Exhibit 1: the 'five ways of working'

The table below sets out the 'five ways of working' as defined in the Welsh Government's 'Well-being of Future Generations (Wales) Act 2015 The Essentials'¹ document.

The Five Ways of Working
Long-term The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
Prevention How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.
Integration Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
Collaboration Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
Involvement The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

- 10 Our examination found that: **The Council has positive examples of how it has applied the sustainable development principle when delivering the Active Bridgend Plan, but recognises that application of the five ways of working could be further strengthened.**

¹ Well-being of Future Generations (Wales) Act 2015 The Essentials, Welsh Government (2015)

Detailed report

Part One: Examination Findings

The Council has a good understanding of long-term need and has been working towards a long-term plan through its Better Health Successful Sport Strategy. The Council now needs to develop its next planning phase and establish a shared vision with partners

What we looked for

- 11 We looked for evidence of:
 - a thorough understanding of current and long-term needs and the associated challenges and opportunities;
 - planning over an appropriate timescale;
 - resources allocated to ensure long-term benefits; and
 - appropriate monitoring and review.
- 12 Our examination was also informed by the positive indicators for the 'long-term' that we have identified and used as part of this examination.²

What we found

- 13 We identified the following strengths:
 - The Council collects and uses a wide range of national, regional and local data from multiple sources to inform planning and understanding of future trends.
 - The Council has a clear focus on delivering long-term outcomes, as demonstrated by the Active Bridgend Plan 2017-2021 and the Healthy Living Partnership outcomes framework.
 - The Council has sought to utilise a range of funding and delivery models to support long-term benefits, including through:
 - supporting longevity of community groups/networks such as The Girls Network. One of the girls' networks has since become a charitable organisation and has successfully applied for funding in its own right; and

² See Appendix 1

- developing its relationship with the Third Sector through the development and delivery of the longer-term focussed Building Resilient Communities Plan.

14 We identified the following area for improvement:

- Now that its current overarching strategy for sport and physical activity 'Better Health, Successful Sport 2009-2019' is about to end the Council needs to develop a longer-term plan based on a shared vision with partners. Changes to the future provision of Sports Wales funding from a Local Authority to a regional basis in 2022 will have a direct influence on this vision.

The Council is proactively seeking to deliver preventative benefits through the Active Bridgend Plan and there are a number of examples where this is having a positive impact, but relying on time bound external funding poses a risk to sustained delivery over the long-term

What we looked for

15 We looked for evidence of:

- a thorough understanding of the nature and type of problem the step could help prevent from occurring or getting worse;
- resources allocated to ensure preventative benefits will be delivered; and
- monitoring and review of how effectively the step is preventing problems from occurring or getting worse.

16 Our examination was also informed by the positive indicators for 'prevention' that we have identified and used as part of this examination.³

What we found

17 We identified the following strengths:

- In 2017, the Council's Leisure, Sport and Culture Services moved from the Communities Directorate to the Social Services and Wellbeing Directorate. This move demonstrated the Council's recognition of the important role of such services in supporting health and social care related activities. This coincided with the Social Services and Wellbeing Directorate realigning its structures, which in turn resulted in the creation of a Prevention and Wellbeing Service.

³ See Appendix 1

- Part of the Social Services and Wellbeing Directorate realignment of structures included redefining the role and focus of the Group Manager of Sport, Play and Active Wellbeing to become the Group Manager of Prevention and Wellbeing. This has supported a focus on prevention and wellbeing and the Council can provide examples where this has had a positive impact.
- In recognition of the longer-term and multifunctional role of its leisure centres, the Council has rebranded them from 'leisure' to 'life centres' which incorporates the next generation well-being hubs and other co-located services such as libraries.⁴
- The Council has demonstrated a good understanding of the health, social care and well-being priorities they are seeking to address, based on community level knowledge as illustrated in its three cluster plans for Bridgend.
- The Council has taken opportunities to explore new ways of preventative working and seek to ensure that people are aware of the preventative services that are available (eg Local Community Coordinators/Navigators, Super Agers logic model).
- The Council is playing a key role in the development of an impact tool with neighbouring authorities that will help to measure impact, share case studies and demonstrate learning in terms of understanding root causes.
- The Council is delivering a range of preventative activity, for example, Bridgend has developed its Family Active Zone (FAZ) training and resources to support whole household approaches to improving lifestyles.⁵

18 We identified the following area for improvement:

- Having a dedicated team ensures that prevention is part of core service delivery. Some of the preventative sport and physical activity they are responsible for delivering are funded by external time bound grants which poses a risk to securing longer term preventative benefits. Although we note that this is not entirely within the Council's control there are opportunities to explore at an early stage future alternative options for funding and the implications should the funding cease to inform funding decisions and future priorities. For example, with partners, communities and with the third sector through Integrated Care Fund routes.

⁴ The Council's corporate plan sets out the Council's step to reduce demand through targeted early help and intervention programmes by supporting the development of a new generation of community health and wellbeing centres for their residents with health partners.

⁵ FAZ is a programme that encourages children and their families in Bridgend County Borough to enjoy fun, healthy and active lifestyles together. The programme is being implemented by the Council in partnership with local primary schools, Abertawe Bro Morgannwg University Health Board, Create Development and Sport Wales.

There are many examples of the Council successfully working across organisational boundaries, however there are opportunities to better connect relevant well-being objectives both within the Council and with partners

What we looked for

- 19 We looked for evidence of consideration of:
- how this step could contribute to the seven national well-being goals;
 - how delivery of this step will impact on the Council's well-being objectives and wider priorities; and
 - how delivery of this step will impact on other public bodies' well-being objectives.
- 20 Our examination was also informed by the positive indicators for 'integration' that we have identified and used as part of this examination.⁶

What we found

- 21 We identified the following strengths:
- The Active Bridgend Plan was designed to deliver health outcomes and can demonstrate that it contributes to the Healthier Wales national well-being goals. The Council has also considered connections with other aspects of well-being, such as the environment and economy, but there are opportunities to strengthen this.
 - The Group Manager of Prevention and Wellbeing is invited to all relevant PSB working groups such as Aging Well and contributes to the collective directorate management team focus on prevention and well-being of communities.
 - There are strong links between the Prevention and Wellbeing service and Education service in both project delivery and school planning activities (such as FAZ).
- 22 We identified the following areas for improvement:
- When the Council refreshes its Active Bridgend Plan and long-term plan for Bridgend, there are opportunities to involve other parts of the Council and consider additional opportunities to connect different agendas. For example, staff supporting improved employability opportunities are co-locating at the new well-being hub in Bridgend Life Centre and the positive implications of this on economic development goals.

⁶ See Appendix 1

- The Council recognises the need to better align Sport and Physical Activity with 'Active Travel' programmes and 'safe routes'. Next steps will be to establish how Active Travel can be woven into existing and future sport and physical activity programmes being run by communities and partners.
- The Council could more clearly define how the Active Bridgend Plan links to the well-being objectives of other organisations and the Public Services Board.

The Council undertakes a range of collaborative activity and has well developed relationships with partners that support the delivery of the Active Bridgend Programme, but there are further opportunities to strengthen relationships with key partners

What we looked for

- 23 We looked for evidence that the Council:
- has considered how it could work with others to deliver the step (to meet its well-being objectives, or assist another body to meet its well-being objectives);
 - is collaborating effectively to deliver the step; and
 - is monitoring and reviewing whether the collaboration is helping it or its stakeholders meet well-being objectives.
- 24 Our examination was also informed by the positive indicators for 'collaboration' that we have identified and used as part of this examination.⁷

What we found

- 25 We identified the following strengths:
- The Council outsourced its Leisure Centre Management function to Halo, a registered charity and social enterprise, in 2012. This arrangement has evolved into the 'Health Living Partnership' whereby Halo and the Council work closely together to deliver the same goals. For example Halo will actively seek to promote preventative activities by working closely with schools and with community/user groups.
 - The Council has a range of other collaborative activities to support the Active Bridgend Plan, which is owned and delivered by internal and external partners. Relationships with partners are positive and well developed. Key partners include the Valleys to Coast Housing Association, Bridgend

⁷ See Appendix 1

College, Awen (Cultural Services Contract), Bridgend Association of Voluntary Organisations and Sport Wales.

- The Council and partners continue to work together to identify ways to deliver efficiencies and meet the Council's medium-term financial strategy (MTFS). For example, the Council is working with Awen and Halo to deliver efficiencies as part of the Council's MTFS.
- The Council has adopted a place-based focus for collaboration looking at communities and setting up partnerships/local networks to meet their needs. The 'OlympAge' programme⁸ is a good example of cross-departmental working, with Social Services and the Prevention and Wellbeing team working together to support older adults to live more active and healthier lives. The programme originally commenced within day care and residential care settings, but has continued to grow. There are now programmes linked to community hubs, programmes for people with learning disabilities, activities in community centres and leisure/cultural venues, and independent care settings.
- The Council identifies and responds to issues raised by partners to identify skills gaps eg HALO staff are undergoing a training programme on dementia to support them in the dementia swimming initiative.
- The Council is measuring the effectiveness of, and outcomes delivered through, its collaborative work with Halo Leisure and the Council were the first client/contractor arrangement in Wales to apply for the Quest for Active Communities award. They achieved the highest score for the whole of the UK for the award last year 2018-19⁹. The Council has used the Quest framework to self-assess their sports development and physical activity provision.
- Since the transition to the new Health and Social Care Partnership in April 2019, the Council, has entered into a collaborative project across the Cwm Taf region with Rhondda Cynon Taff and Merthyr Tydfil county borough councils. Their bid to the Healthy and Active Fund (HAF) was successful and has provided a focus and impetus for the three councils to come together in a meaningful way to deliver a regional sport/physical activity project. The three councils are exploring further possibilities to work regionally.

⁸ The OlympAge programme is a funded scheme, which saw health and social care staff, leisure staff along with older people's forum members trained to deliver indoor and outdoor activities for older people.

⁹ Quest is a tool for continuous improvement, designed primarily for the management of leisure facilities and sports development. It defines industry standards and good practice and encourages ongoing development and delivery within a customer-focused management framework.

- 26 We identified the following areas for improvement:
- The Council has identified the need to have greater partner involvement at the service planning and evaluation stage in delivering the Active Bridgend Plan to demonstrate and maximise the benefits of collaborative working. This will form a component part of the refreshed Plan.
 - The Council recognises there is still further work needed to build upon relationships with Cwm Taf Morgannwg University Health Board, Public Health Wales NHS Trust and the Third Sector.

The Council continues to involve communities in the development and delivery of its Active Bridgend Plan, but could do more to involve the full diversity of its population

What we looked for

- 27 We looked for evidence that the Council has:
- identified who it needs to involve in designing and delivering the step;
 - effectively involved key stakeholders in designing and delivering the step;
 - used the results of involvement to shape the development and delivery of the step; and
 - sought to learn lessons and improve its approach to involvement.
- 28 Our examination was also informed by the positive indicators for 'involvement' that we have identified and used as part of this examination.¹⁰

What we found

- 29 We identified the following strengths:
- The Prevention and Wellbeing service has oversight of the governance arrangement of a County Sport and Physical Activity Network (C-Span). The County Sport and Physical Activity Network is made up of a range of partners including the Girl Power Network, Ageing Well, Disability Youth Sport (DYS) Bridgend Network and Anti-Poverty Network. This umbrella network group enables the Council to engage on aspects of the Active Bridgend Plan.
 - The Council has adopted a range of approaches to engage with local people on the play sufficiency assessment. For example, involving secondary schools to identify risk factors and lifestyles of young people and barriers to participate in sport and physical activity.

¹⁰ See Appendix 1

- Schools Wellbeing plans based on data/insight linked to demographic groups. For example, Bridgend participated in the National School Sport Survey engaging 24 primary schools and nine secondary schools. There were 5,350 respondents. The Super-Agers programme is a positive example of a co-productive approach through empowering older people to determine their own activities.
- The Active Bridgend Plan targets under represented and vulnerable groups.
- Welsh language activity is developed with the Urdd/Menter Bro Ogwr partnerships.
- Building Resilient Communities planning has engaged a broader range of Third Sector organisations.

30 We identified the following areas for improvement:

- Although the Council and its partners collect a lot of survey and consultation data, they recognise they could improve service user representation in the development and delivery of the Active Bridgend Plan activities.
- The Council recognises that further work is needed to engage under-represented groups, including consideration of the methods of engagement, frequency and feedback mechanisms.
- The Council recognises that it could improve how it communicates its preventative agenda with the wider public. For example, through improved marketing and promotion to increase levels of awareness and ensure consistent use of language/labelling of projects/activities.

Detailed report

Part Two: Council's response

Area for Development	Key Tasks	Key Deliverables	Responsible	Timescales
The Council will work with partners and develop longer term , sustainable planning for sport, leisure and physical activity infrastructure, services and opportunities.	The Active Bridgend plans will align to the wellbeing goals for Wales, Social services and wellbeing act, the vision for sport in Wales and BCBC corporate priorities, particularly developing healthier and resilient communities.	New Active Bridgend plan developed for 2021-2024	GM-Prevention and Wellbeing	January 2021
	Key population outcome indicators will be established to focus priorities and track progress.	Performance Scorecard established recognising wellbeing indicators	GM-Prevention and Wellbeing (agreement with partners)	September 2020
	There will be annual reporting to Scrutiny on impact on prevention agendas and contribution to wellbeing.	Annual prevention and wellbeing scrutiny report integrated into schedules	GM-Prevention and Wellbeing	September 2020
	The Council will update the "Better Health, Successful Sport" Plan in regards to longer term asset planning and management arrangements. (This would include playing fields, pavilions, community use of schools, leisure/wellbeing hubs and natural environment.)	Long term "Better Health Successful Sport" plan (or equivalent connected to healthy and resilient communities theme) for 2021-2035	GM-Prevention and Wellbeing	September 2021
	The Council will be an active participant in regional remodelling approaches linked to health, social care, sport and physical activity.	Heads of terms established relating to CSAP programme being developed via Sport Wales	GM-Prevention and Wellbeing (support via wellbeing managers)	April 2021

Area for Development	Key Tasks	Key Deliverables	Responsible	Timescales
The Council will drive a more connected and integrated approach to the planning, delivery and impact of sport, leisure and physical activity investments and resources across the County.	Active Bridgend planning to represent a cross Directorate and 'One Council' approach to improving population activity and wellbeing.	Corporate working group structures evaluated and connections/contributions made - New "Active Bridgend" plan in place.	Wellbeing managers - (healthy living, active young people and connected communities)	September 2020
	Develop a specific focus on increasing levels of activity in the natural environment by working collaboratively with partners including everyday activity (eg active travel).	Action plan established with partners linked to Bridgend Wellbeing plan/PSB	Group Manager - economy and natural resources Wellbeing manager - connected communities	April 2021
	The Council will recognise collaborative achievements through partnership working and share details of impact via sharing best practice and events.	Annual performance report production and recognition of partners. Development of approaches that drive learning and insight between partners and evidence based approaches. (Integration of roles and areas of focus within BCBC and partners plans)	Wellbeing managers - (healthy living, active young people and connected communities) Community partners.	June 2021
	The Council will ensure that partners and stakeholders are fully engaged and consulted in longer term planning approaches.	Partner feedback surveys linked to Quest assessment	Wellbeing manager (healthy living) and Halo Leisure	April 2021

Area for Development	Key Tasks	Key Deliverables	Responsible	Timescales
		process and to improvement planning. Partners to be formally engaged on key strategic and longer term priorities.	Partnership manager	
The Council will utilise its internal and external relationships, partnerships and networks to ensure that plans and proposed actions involve stakeholders and partners, are understood and meet community needs.	Consultation and engagement planning to support the strategic planning process for sport, leisure and physical activity for the longer term.	Consultation plan established linked to “Better Health ...Successful Sport” next steps	Group Manager - Prevention and Wellbeing. BCBC consultation and engagement officer	September 2020
	The Council will maximise the reach and value of its public engagement approaches by utilising its established partnerships (eg Bavo, Awen, Halo) and broader connections with health and social care.	Partners to endorse the consultation plan and approach taken. Practical support for raising awareness.	Group Manager - Prevention and Wellbeing	November 2020
	The Council will support its staff and partners to progressively improve its understanding and use of co-design and co-production.	Asset Based Community Development training and Co-Production network development to engage BCBC managers, staff and partners.	Wellbeing manager - Connected Communities	June 2021
	The Council will share the findings of consultation and engagement with partners and stakeholders, particularly where it can improve services and opportunities to meet needs.	Sharing of responses to be integrated part of engagement planning	Group Manager- Prevention and Wellbeing	Sept 2021

Area for Development	Key Tasks	Key Deliverables	Responsible	Timescales
			BCBC consultation and engagement manager	
The Council will develop innovative approaches to prevention that will justify and secure core and external investment into services, facilities and opportunities that maintain or enhance wellbeing.	Council will assess the risks and opportunities that exist in relation to external resources that are supporting our focus on prevention.	This will be done as part of the corporate risk assessment on external investments	Corporate Finance	September 2020
	The Council will increase its focus and ability to secure external investment from a broad range of sources (eg health, social care, poverty, charitable linked to partnerships).	External investment targeted strategy for sport, leisure and physical activity facilities and services. (To be integrated into Better Health Successful Sport plan)	Group Manager- Prevention and Wellbeing	April 2021
	The Council will be clear on the value of smaller investments that can be innovative in meeting needs or managing demand and potentially be scaled up including regionally.	Impact evaluation and best practice sharing events established with partners/networks.	Wellbeing Managers - (Healthy Living, Active Young People and Connected Communities)	April 2021
	The Council will improve its ability to evaluate cost effectiveness and using approaches that have an established evidence base.	Evidence based interventions to be identifiable and linked to scorecards/scrutiny reporting	Group Manager - Prevention and Wellbeing	April 2021

Area for Development	Key Tasks	Key Deliverables	Responsible	Timescales
		Staff understanding/knowledge of SROI, cost avoidance etc developed	External workforce development support	
	The Council will develop new approaches, recognising financial pressures, to work differently with partners and communities including shared funding or resourcing arrangements.	Menu of shared investment and risk models established - (includes co-operatives, pooled resources, partnership approaches etc)	Group Manager - Prevention and Wellbeing Established Partnerships Corporate Finance	September 2021
The Council will further develop its collaborative approach with formal partners and the broader community, recognising the importance of this to sustainability.	The Council will utilise national quality and improvement frameworks to jointly improve what is locally available with our partners.	Quest Active Communities and Quest Facilities external validation reports	BCBC, HALO Leisure and community partners	November 2020 plus annual review processes.
	The Council will focus on enhancing trust and understanding amongst partners and stakeholders to improve relevance of local plans and priorities.	Levels of partner/stakeholder engagement in planning for improvement monitored	Wellbeing Manager- Healthy Living and HALO partnership management.	April 2021 plus annual engagement programmes
	The Council will ensure via its strategic equalities planning process that the needs and aspirations of targeted groups are recognised and met.	Strategic Equalities Plan 2020-2024 to have focus on leisure and cultural opportunities.	BCBC consultation and engagement officer	September 2020

Area for Development	Key Tasks	Key Deliverables	Responsible	Timescales
	The Council will further develop its use of community owned networks that represent under-represented groups (eg women and girls, disability, older adults).	CSPAN structure to be more active and supporting planning and development (Focus on supporting the less active recognising differing life stages and positive experiences for all.)	Wellbeing Managers - Healthy Living and Active Young People	April 2022
	The Council will engage at a local and regional level in collaborative working with partners including sharing of practice and learning and insight.	Partnership approach across Cwm Taf Morgannwg (involving Merthyr and RCT) further developed	Group Manager - Prevention and Wellbeing	September 2021

Appendix 1

Positive Indicators of the Five Ways of Working

The table below sets out 'positive indicators' for each of the five ways of working that we have identified and will use to help inform our assessments of the extent to which bodies may be applying the Sustainable Development Principle (SDP). We do not intend to use the indicators as a 'checklist'. They should be viewed as 'indicators' that will help us to form conclusions, rather than 'determinants' of the extent to which a body is acting in accordance with the SDP in taking steps to meet its wellbeing objectives.

Exhibit 2: Positive Indicators of the Five Ways of Working

What would show a body is fully applying the long-term way of working?
<ul style="list-style-type: none">• There is a clear understanding of what 'long-term' means in the context of the Act.• They have designed the step to deliver the wellbeing objective/s and contribute to their long-term vision.• They have designed the step to deliver short or medium-term benefits, which are balanced with the impact over the long-term (within the project context).• They have designed the step based on a sophisticated understanding of current and future need and pressures, including analysis of future trends.• Consequently, there is a comprehensive understanding of current and future risks and opportunities.• Resources have been allocated to ensure long-term as well as short-term benefits are delivered.• There is a focus on delivering outcomes, with milestones/progression steps identified where outcomes will be delivered over the long-term.• They are open to new ways of doing things which could help deliver benefits over the longer term.• They value intelligence and pursue evidence-based approaches.
What would show a body is fully applying the preventative way of working?
<ul style="list-style-type: none">• The body seeks to understand the root causes of problems so that negative cycles and intergenerational challenges can be tackled.• The body sees challenges from a system-wide perspective, recognising and valuing the long-term benefits that they can deliver for people and places.• The body allocates resources to preventative action that is likely to contribute to better outcomes and use of resources over the longer-term, even where this may limit the ability to meet some short-term needs.• There are decision-making and accountability arrangements that recognise the value of preventative action and accept short-term reductions in performance and resources in the pursuit of anticipated improvements in outcomes and use of resources.

What would show a body is taking an 'integrated' approach?

- Individuals at all levels understand their contribution to the delivery of the vision and wellbeing objectives.
- Individuals at all levels understand what different parts of the organisation do and proactively seek opportunities to work across organisational boundaries. This is replicated in their work with other public bodies.
- Individuals at all levels recognise the cross-organisation dependencies of achieving the ambition and objectives.
- There is an open culture where information is shared.
- There is a well-developed understanding of how the wellbeing objectives and steps to meet them impact on other public sector bodies.
- Individuals proactively work across organisational boundaries to maximise their contribution across the wellbeing goals and minimise negative impacts.
- Governance, structures and processes support this, as do behaviours.

What would show a body is collaborating effectively?

- The body is focused on place, community and outcomes rather than organisational boundaries.
- The body has a good understanding of partners' objectives and their responsibilities, which helps to drive collaborative activity.
- The body has positive and mature relationships with stakeholders, where information is shared in an open and transparent way.
- The body recognises and values the contributions that all partners can make.
- The body seeks to establish shared processes and ways of working, where appropriate.

What would show a body is involving people effectively?

- Having an understanding of who needs to be involved and why.
- Reflecting on how well the needs and challenges facing those people are currently understood.
- Working co-productively, working with stakeholders to design and deliver.
- Seeing the views of stakeholders as a vital source of information that will help deliver better outcomes.
- Ensuring that the full diversity of stakeholders is represented and they are able to take part.
- Having mature and trusting relationships with its stakeholders where there is ongoing dialogue and information is shared in an open and transparent way.
- Ensure stakeholders understand the impact of their contribution.
- Seek feedback from key stakeholders which is used to help learn and improve.

Wales Audit Office
24 Cathedral Road
Cardiff CF11 9LJ

Tel: 029 2032 0500

Fax: 029 2032 0600

Textphone: 029 2032 0660

E-mail: info@audit.wales

Website: www.audit.wales

Swyddfa Archwilio Cymru
24 Heol y Gadeirlan
Caerdydd CF11 9LJ

Ffôn: 029 2032 0500

Ffacs: 029 2032 0600

Ffôn testun: 029 2032 0660

E-bost: post@archwilio.cymru

Gwefan: www.archwilio.cymru